

**Exploring the Non-Complaining Intention and  
Behaviour of Dissatisfied Customers:  
An Extended Reasoned Action Approach**

by

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## **ABSTRACT**

Customer complaints are a valuable source of information for service providers to identify problems and improve their products or services. Evidence has shown that more than two-thirds of dissatisfied customers do not necessarily express dissatisfaction with the service providers through complaints. Some dissatisfied customers would rather spread negative word-of-mouth or switch to other service providers, which adversely affects the reputation and revenue of the service provider.

Customer complaining behaviour has been extensively researched, however, very few researchers have explored the customer non-complaining behaviour (CNCB). The concept of CNCB and why some dissatisfied customers do not complain after service failure are relatively unclear. Therefore, this study aims to explore the non-complaining behaviour of dissatisfied customers by determining and explaining the factors that influence non-complaining intention and behaviour through an extended model of the reasoned action approach.

Using the Reasoned Action Approach (RAA) model as a starting point but extended it by adding more relevant factors (situational factors and, service provider and marketplace-related factors), two-stage data collection fieldworks were conducted to gain a comprehensive understanding of non-complaining behaviour. In the first stage, 555 questionnaires were collected from non-complainers and analysed to identify factors that influence non-complaining intention and behaviour. In the second stage, 20 semi-structured interviews

were conducted with survey respondents to gain a deeper understanding of the factors that affected their non-complaining intention and behaviour.

The findings show that the extended RAA model is a valid model to explain dissatisfied customers' non-complaining intention and behaviour. Inclusion of additional factors was supported in the RAA as they can help better explain the non-complaining behaviour. Attitude against complaining, social group pressure, perceived control of complaining circumstances have a positive influence on intention not to complain. Although dissatisfied customers are inclined not to complain, their non-complaining behaviour is predominantly determined by their actual control of complaining circumstances (e.g., the inability to communicate with the service provider), situational factors (e.g., time and energy required, perceived low benefits from complaining, etc) and, service provider and marketplace-related factors (e.g., perceived management ineffectiveness in collecting feedback and service recovery, etc).

RAA proved to be a sufficient model to explain why people complain, but it is insufficient to explain why people do not complain. This study contributes by providing an extended RAA model of CNCB, with the inclusion of situational factors and, service provider and marketplace-related factors to explain non-complaining intention and behaviour. The model can serve as a theoretical foundation for future CNCB research. Managerially, the findings in this study reinforce the importance of manager and staff proactiveness to solicit feedback and establish long-term service improvement efforts and a customer engagement system.

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## **ABBREVIATIONS**

ACC- Attitude against complaining

ACOCC- Actual control of complaining circumstances

AMOS- Analysis of Moment Structures

AVE- Average variance extracted

CCB- Customer Complaining Behaviour

CIT- Critical Incident Technique

CFA- Confirmatory factor analysis

CNCB- Customer non-complaining behaviour

CR- Composite reliability

INTEN- Intention not to complain

PBC- Perceived behavioural control

PCOCC- Perceived control of complaining circumstances

RAA- Reasoned Action Approach

SEM- Structural equation modelling

SER- Service provider and marketplace-related factors

SIT- Situational factors

SGP- Social group pressure

SPSS- Statistical Package for the Social Science

TPB- Theory of Planned Behaviour

TRA- Theory of Reasoned Action

TT- Theory of Trying

TTC- Theory of Trying to Complain

WOM- word-of-mouth

# CHAPTER 1: INTRODUCTION

## **1.1 Research Background and Rationale of the Study**

From a business perspective, customer complaints are a proxy for measuring customer satisfaction and service quality. Customer complaints provide opportunities for service providers to solve problems, make improvements (Chang and Chieng, 2006; Tax *et al.*, 1998), and meet customers' expectations for their products and services (Harrison-Walker, 2001). By acting on customer feedback, businesses can achieve positive outcomes such as positive word-of-mouth (WOM) behaviour and repurchase intentions, which are crucial factors for businesses' success (Maxham and Netemeyer, 2002; Nguyen *et al.*, 2012; Voorhees, Brady and Horowitz, 2006). Studies have indicated that effective service recovery strategies to address customer complaints are key contributors to customer loyalty and profitability (Kau and Lau, 2006; Maxham and Netemeyer, 2002; Harris *et al.*, 2006). Customer complaints, although at times reflect a difficult for service providers to accept, are conducive to the growth of service-centric organisations (Durukan, Gokdeniz and Bozaci, 2012). Therefore, it is imperative for service providers to welcome feedback from dissatisfied customers.

Retrospectively, dissatisfied customers channel feedback to service providers through written communication (e.g., customer feedback card, email or letter) or verbal communication (e.g., telephone or face-to-face interaction) (Goodman, Maszal and Segal, 2000). Over recent decades, evidence has shown that the majority of dissatisfied customers do not complain directly to the service provider following a service failure. In the early literature, researchers reported that more than two-thirds

of dissatisfied customers who had experienced a service failure did not complain directly to the service provider (Andreassen, 1984, 1985; Chebat, Davidow and Codjovi, 2005; Richins, 1983). In the hospitality industry, studies reveal that 42% - 50% of restaurant customers (Gursoy, McCleary and Lepsito, 2007; Su and Bowen, 2001). A most recent study conducted by Khalilzadeh, Ghahramani, and Tabari (2017) have noted that 51% of the restaurant customers do not complain to the service provider, indicating that this proportion of non-complainers is steadily increasing.

Customer complaints are essential if the service organisation is to restore the service experience and improve service quality. A decline in customer complaints can be taken as an early 'warning' signal (Reichheld and Sasser, 1990, p.109), a crucial indicator that service providers should take proactive measures to obtain additional customer feedback. Unresolved grievances may generate profound negative issues. Dissatisfied customers may not only cease their patronage but also spread negative WOM, which can damage the corporate entity's image (Lewis, 1983). For example, studies have shown that when dissatisfied customers fail to complain directly to service providers, up to 12% of them turn to social media platforms (e.g., Facebook or Twitter) to vent their frustrations to family and friends (The Guardian, 2015; Westergaard, 2014). This negative WOM, if not handled appropriately, can be detrimental to the business's reputation (Ott and Theunissen, 2015; Assafa *et al.*, 2015). If dissatisfied customers do not complain directly to the service providers, and the service providers continue to ignore the issue, the risks can escalate exponentially, causing the service providers to rapidly lose customers (Chebat, Davidow and Codjovi, 2005). Therefore, it is crucial for service providers not only to pay attention to the

complaining behaviour of complainers but also to non-complaining behaviour of non-complainers.

Given the importance of voiced complaints, a substantial literature has been developed to investigate customer complaining behaviour (CCB). Since the 1970s, CCB has undergone considerable inquiry including its antecedents and outcomes (Hirschman, 1970; Day and Landon, 1977; Day *et al.*, 1981; Singh, 1988; Singh and Wilkes, 1996). Diverse topics and issues have arisen, which prompted the emergence of CCB's taxonomy and typology (Crie, 2003; Day and Landon, 1977), complaining styles (Gursoy, McCleary and Lepisto, 2003; Jones, McCleary and Lepisto, 2002) and their respective implications to complaining behaviour. Alongside, those investigated CCB recognise that high level of dissatisfaction is a necessary antecedent of CCB, but that dissatisfaction is not in itself enough to make them complain or not (Gursoy, McCleary and Lepisto, 2007; Crie, 2003; Kim and Chen, 2010; Susskind, 2004). Therefore, much of the research efforts have been contributed to investigate the factors affecting the CCB (see Andreasen and Best, 1977; Bearden and Mason, 1984; Day and Landon, 1997; Gursoy, McCleary and Lepisto, 2003; Jones, McCleary and Lepisto, 2002; Singh and Wilkes, 1996; Tronvoll, 2008) such as demographics (Bearden and Oliver, 1985; Heung and Lam, 2003), attitude towards complaining (Day, 1984; Kim, Kim, Im and Shin, 2003; Richins, 1982), customer experience (Day, 1984; Jacoby and Jarrard, 1981), cost-benefit evaluation (Best and Andreasen, 1977; Day, 1984; Stephens and Gwinner, 1998), importance of the product or service (Huppertz, 2003; Tronvoll, 2007a), seriousness of the problem (Richins and Verhage, 1985; Smith, Bolton and Wagner, 1999) and service provider's responsiveness (Jacoby and Jarrard, 1981; Richins, 1983).

Understanding CCB has received considerable attention from scholars and practitioner, but the persisting issue of dissatisfied customers who do not voice their dissatisfaction has received comparatively little academic attention (Bodey and Grace, 2007; Bolkan, 2018). Only a few researchers have explored the non-complaining behaviour from the perspective of CCB (Stephens and Gwinner, 1998; Chebat, Davidow and Codjovi, 2005; Voorhees, Brady and Horowitz, 2006) and its non-behavioural responses (Ro, 2014; Ro and Mattila, 2015). Customer non-complaining behaviour (CNCB), as a silent and invisible response to dissatisfaction is more difficult to observe than CCB (Day and Landon, 1977). Hence, there is no clear definition for the concept of CNCB and the reasons why some dissatisfied customers do not complain. Some studies have explored the reasons why dissatisfied customers are unwilling to complain, including: the cost of complaining is higher than the benefits of complaining (Bearden and Oliver, 1985); the unimportance of the product (Richins, 1985); the likelihood of successful complaints is low (Day and Landon, 1976; Singh, 1990) or it may also be caused by personal factors and situational factors. Although these factors provide some insights into the reasons for non-complaining, there is currently no comprehensive study that combines these factors or distinguishes how these factors and/or other potential factors can be incorporated into a framework to examine their effects on non-complaining behaviour.

In order to empirically test the relevant factors identified from the literature to assess their effects on non-complaining intention and behaviour, the reasoned action approach (RAA) was chosen to guide this theory-driven empirical study which helps fill the gaps in the literature. Originally developed by Martin Fishbein and Icek Ajzen (2010), the RAA and its early variants- the theory of reasoned action (TRA; Ajzen and

Fishbein, 1980), the theory of planned behaviour (TPB; Ajzen, 1987), have proven to be a useful framework for explaining human behaviour. Most scholars employed the TPB as the fundamental model to guide CCB research, in terms of explaining the complaining intention (Burucuoglu and Bulut, 2016; Chang and Chin, 2011; Lervik-Olsen, Andreassen, and Streukens, 2016; Boutaibi, 2014; Zhao and Othman, 2011). The RAA is the most recent formulation of the TRA and the TPB (Fishbein and Ajzen, 2010). However, to the best of the present researcher's knowledge, no CNCB studies have used the RAA model to understand non-complaining intention and behaviour. Arguably, RAA has the potential to be used as a conceptual model to examine the effects of different factors that influence non-complaining intention and behaviour.

In order to provide more comprehensive answers to the research questions and to better understand the non-complaining behaviour of dissatisfied customers, this study employed an explanatory sequential mixed methods research design which is common to ex post facto studies. Ex post facto studies are conducted in a variety of discipline areas and literally means 'after the fact', hence the essentially retrospective nature of the research design. In ex post facto research design, the researcher takes the effect and examines the data retrospectively to establish causes, relationships or associations, and their meanings (Cohen, 2007). In the present study the 'effect' is the non-complaining behaviour of dissatisfied customers. The design involved the collection and analysis of a combination of quantitative and qualitative data. First, quantitative data was collected taking a survey approach in order to empirically test the extended RAA model, determine the factors that actually influence such behaviour and identify any significant correlations between these factors. Then, in order to understand in better depth why and how this non-complaining behaviour was formed,



a qualitative approach was chosen through the form of face-to-face interviews with selected survey participants. This research process was non-linear and allowed for emergent themes to develop along the process. The findings of these two different research stages were integrated in the discussion chapter which was what Morse and Niehaus (2009) and Guest (2013) call the 'point of interface', at which the qualitative and quantitative components are brought together. At that point, the analysis allowed the study to make specific recommendations to practitioners about interventions they can make in order to reverse the non-complaining behaviours of their dissatisfied customers.

## **1.2 Research Aim, Questions and Objectives**

On the basis of the previous discussion, the overall aim of this study is to explore the non-complaining behaviour of dissatisfied customers by determining and explaining the factors that influence non-complaining intention and behaviour through an extended model of the reasoned action approach.

Specifically, this study sets to narrow the research gaps by answering the following research questions:

1. How effective is the RAA model in examining the factors that influence non-complaining intention and behaviour?
2. What are the factors that determine non-complaining intention and behaviour?
3. Which factors are more important when determining non-complaining intention and behaviour?
4. How do these factors influence non-complaining intention and behaviour?

To achieve the research aim and address the research questions, the following research objectives were set:

1. To understand the concept of customer non-complaining behaviour by critically reviewing the literature on customer complaining behaviour.
2. To identify the factors that could influence customer non-complaining behaviour by analysing both the academic and practitioner literature on customer complaining behaviour.
3. To develop a conceptual model with the reasoned action approach as the starting point and to extend the framework by adding more relevant factors to determine their effects on non-complaining intention and behaviour.
4. To conduct a two-stage piece of fieldwork with non-complainers to determine and explain the factors influencing their non-complaining intention and behaviour.
5. To refine the conceptual model based on the findings and provide recommendations to the service providers.

### **1.3 Structure of the Study**

The research objectives set the overall structure for the present study with the chapters arranged as follow:

Chapter 1: *Introduction*. The first chapter introduces the background and rationale of this study by highlighting the importance of non-complaining behaviour of dissatisfied customers. It also identifies the gaps in the existing literature and how they can be addressed. Following that, the research questions with the embedded research aim and the objectives of the study are presented.

Chapter 2: *Literature Review*. Chapter 2 reviews the literature pertaining to CCB to provide the conceptualisation of CNCB and its responses. It also examines the academic and practitioner literature to identify the factors that influence CNCB. Alongside, a complete list of the typology of factors that may affect CNCB is developed. This chapter then outlines the reasoned action approach (RAA) and clarifies the main reasons for using it as the theoretical framework for this study. Accordingly, a conceptual model that provides an extended RAA model of CNCB is presented. There is then a discussion on the development of hypotheses. Finally, the chapter closes with key takeaways of the literature review.

Chapter 3: *Research Design*. Chapter 3 discusses the overall research design of this study. It first explains the underpinning research paradigm and justify the selected philosophical standpoint to guide the research with suitable research approach and methods. Then, the chapter discusses the research design and rationale for choosing a two-stage data collection method (quantitative and qualitative). Then it reviews the ethical considerations in undertaking this study. The chapter also offers an evaluation of the validity and reliability of the research design and discusses the criteria used for this study. Finally, The chapter presents the limitations of the study and followed by a summary of the research design.

Chapter 4: *Stage One- Quantitative Results*. This chapter presents the results of the first stage with 555 valid questionnaires collected from non-complainers. It starts with the respondents' demographic information and descriptive analysis results before moving to the principal statistical analysis results (i.e., the structural equation modelling). The extended RAA model and hypotheses were empirically tested to reveal any significant correlations between factors that influence non-complaining intention and behaviour. This is followed by a summary of the key findings of quantitative study.

Chapter 5: *Stage Two- Qualitative Findings*. This chapter presents the findings of the second stage, which included 20 follow-up interviews with non-complainers. It offers a deeper understanding of the factors that affect the dissatisfied customers' non-complaining intention and behaviour and explore other reasons why they choose not to complain. A summary of the key findings of qualitative study is presented.

Chapter 6: *Discussion of the findings*. Chapter 6 discusses the significance of key research findings to answer the research questions. This chapter also compare and contrast the key quantitative and qualitative findings in light of the literature. Finally, the chapter presents the refined version of the extended RAA model of customer non-complaining behaviour.

Chapter 7: *Conclusion and Recommendations*. This chapter first provides an overview of the study (purpose, research questions and objectives) and key findings of the research. It also specifies the theoretical and practical contributions of the research. Finally, some suggestions for practice and future research are put forward.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter reviews the literature on customer complaining behaviour (CCB) to gain more insights into the concept of customer non-complaining behaviour (CNCB), which is the focus of this study. The chapter examines academic and practitioner literature to identify factors that influence non-complaining behaviour and outlines a comprehensive list of their typology. Then, it critically evaluates the reasoned action approach (RAA) and provides the reasons for choosing this as the theoretical framework to underpin this study. Finally, the chapter presents a conceptual model, i.e., an extended RAA model of customer non-complaining behaviour, and outlines the hypotheses needed to be tested empirically.

## **2.2 Understanding of CNCB Based on CCB Standpoint**

Customer complaining behaviour comprises a wide range of behavioural and non-behavioural responses. Behavioural responses focus on how certain customers express dissatisfaction through various complaining actions (e.g., by complaining directly to a company, a third party or a legal firm; Landon, 1980). Others respond in a non-behavioural manner, whereby they do nothing or take no action (Day *et al.*, 1981), which reflects the non-complaining behaviour. Since the focus of this study is to understand why some dissatisfied customers do not complain directly to the service provider, it is impossible to fully understand the concept of CNCB without first reviewing the concept of CCB.

### ***2.2.1 Customer complaining behaviour***

Researchers and practitioners in the service management literature have paid great attention to CCB since the mid-1960s (Bodey and Grace, 2007). Over time, there have been many definitions of CCB. The first definition of CCB focused on its causes and consequences. Day *et al.* (1981) describe CCB as the consequence of a given act of consumption, following which the consumer is confronted with an experience generating high dissatisfaction, of sufficient impact so that it is neither likened psychologically nor quickly forgotten. For Jacoby and Jaccard (1981, p. 6), CCB was “an action taken by an individual which involves communicating something negative regarding a product or service to either the firm manufacturing or marketing that product or service or to some third-party organizational entity”.

Although these definitions provide some understanding of CCB, they have somehow failed to acknowledge other noteworthy complaining responses, such as spreading negative word-of-mouth (WOM) and taking no action. Singh and Howell (1985) provided a more comprehensive view of CCB. They suggested that it was “a set of all behavioural and non-behavioural responses which involve communicating something negative regarding a purchase episode and is triggered by perceived dissatisfaction with that episode” (Singh and Howell, 1985, p.42). Also, Singh (1988, p.94) conceptualised CCB as “a set of multiple behavioural or non-behavioural responses which are triggered by perceived dissatisfaction with a purchase episode”. Later, Crie (2003) argued that CCB can occur at different stages and defines it as constituting “a subset of all possible responses (e.g. behavioural and non-behavioural) to perceived dissatisfaction around a purchase episode, during consumption or during possession of the goods or services” (Crie, 2003, p. 62).

There are numerous definitions of CCB. It is a challenge to generalise about the term because the concept of the behaviour has divergent aspects; each definition can be viewed from a different perspective. Therefore, the researchers have proposed different CCB models and used them as theoretical foundations for conceptualising and explaining CCB in terms of behavioural and non-behavioural responses. Hirschman (1970) suggests that people will respond to dissatisfaction in three ways: 1) exit - a shift of patronage or a boycott of the brand or service provider, 2) voice-complain directly to the service provider or third party, and 3) loyalty - do nothing and maintain a good relationship with the service provider. On the other hand, Day and Landon (1977) and Singh (1988) have proposed a hierarchical model of CCB responses in the form of action and non-action. They suggest that dissatisfied



customers would either take action (complain) or no action (not complain). If action is taken, it can be further sub-divided into public action (e.g., issue a redress-seeking complaint to a service provider or third party) and private action (e.g., boycott a product/brand and pass on negative WOM). Conversely, taking no action just means doing nothing. Building on the notion of taking action or no action, other researchers, such as Crie (2003), Istanbulluoglu (2013) and Mousavi and Esfidani (2013), have further suggested that CCB can be manifested in more dimensional schema than complaining responses.

A large amount of CCB research effort has focused on the development and expansion of the CCB models, which capture various behavioural responses rather than non-behavioural responses. Day *et al.* (1981) argued that although non-behavioural responses are passive and hidden by nature, they should be regarded as legitimate CCB responses. Even if no action is taken, the inclusion of non-behavioural responses as a form of CCB not only justify its key role in the process underlying CCB responses, but it is also necessary for understanding the alternative behaviours to voicing a complaint to the organisation (Singh, 1988). However, the conceptualisation of CNCB and its non-behavioural responses in the CCB literature remains unclear. The next section of this chapter, therefore, addresses the first knowledge gap by conducting a comprehensive literature review of the existing CCB literature to enhance the understanding of the CNCB concept and its responses.

### **2.2.2 Conceptualisations of CNCB and its responses**

Contrary to voicing complaints directly to the service provider, some dissatisfied customers would rather remain silent and do nothing. Numerous studies have documented that non-complaining behaviour is related to taking no action. For example, Day and Landon (1977) argue that taking no action should be understood as the absence of all complaining actions (i.e., public and private actions). Similarly, Ro and Mattila (2015, p.97) describe a no-action response as wanting to “forget about the incident and do nothing at all”. Some studies have shown that *neglect* is another silent and passive response to dissatisfaction. Neglect means that the dissatisfied customers are willing to leave the problem unsolved and ignore negative incidents by doing nothing (Crie, 2003; Ro and Mattila, 2015; Rusbult, Zembrodt and Gunn, 1982). Neglect is also regarded as a type of ‘emotional exiting’ as it often occurs when a switching (exit) option is hindered and voicing is impossible (Kolarska and Aldrich, 1980). Consequently, dissatisfied customers rather keep silent, do not care about their relationship with the service provider and let it deteriorate (Ping, 1993).

However, other researchers believe that not taking action does not necessarily mean that dissatisfied customers do not take action at all but they may react in a hidden and passive manner, such as spreading negative word-of-mouth, switching to other service providers, or continuing to support the original service provider. As discussed in Section 2.2.1, among the early responses to dissatisfaction, Hirschman (1970) proposed three different responses to dissatisfaction: exit, voice, and loyalty. By taking action, voice is a constructive complaining action because customers express their complaints to seek remedy from the service provider, whereas exit is a destructive complaining action because it indicates that customers choose to stop buying from the

service provider or brand. Loyalty, on the other hand, is described as taking no action because dissatisfied customers would rather “suffer in silence and be confident that things will get better” (Hirschman, 1970, p. 38). This implies that loyal customers would rather remain silent and hope to maintain a supportive relationship with the service provider for repurchase or revisit (Geyskens and Steenkamp 2000; Hagedoorn *et al.*, 1999; Hirschman, 1970; Kraft, 1977). Several researchers have shared Hirschman’s notion of loyalty and describe it using different names, including *passive-constructive behaviour* (Rusbult *et al.*, 1988), *staying silent* (Kolarska and Aldrich, 1980) and *having patience* (Hagedoorn *et al.*, 1999) which reflect the non-complaining behaviour of dissatisfied customers. Furthermore, Zeelenberg and Pieters (2004) use the term *inertia* to describe dissatisfied customers who do nothing after the service failure, while engaging in other hidden actions. These hidden actions include spreading negative WOM and warning other people about the product or service, which will have a greater adverse impact on the reputation of service providers and brands (Leppaniemi *et al.*, 2017) .

Although dissatisfied customers are not limited to a single response to dissatisfaction and may demonstrate multiple non-complaining responses, it is evident that the no action or non-behavioural responses are not clearly theorised. Taking ‘no action’ can be understood as a complete void of all behavioural actions (Day and Landon, 1977) but may include other hidden complaining actions such as spreading negative WOM (Zeelenberg and Pieters, 2004), switching to other service providers (Hirschman, 1970) or re-patronage of the service provider (Geyskens and Steenkamp 2000; Hagedoorn *et al.*, 1999; Hirschman, 1970). Due to the unclear conceptualisation of taking no action, non-complaining behaviour or its responses are often mixed with

other CCB categories (public or private actions), such as those proposed by Day and Landon (1977) and Singh (1988). Having said that, the concept of exit, loyalty, patience, inertia, neglect - they do provide some insights into the no action or non-behavioural responses to dissatisfaction.

There are many reasons for dissatisfied customers to choose to remain silent or take no action. The literature suggests that customers' decisions to complain or not to complain are greatly influenced by their perceived dissatisfaction and their coping strategies after the negative service experience. Stephens and Gwinner (1998) use Lazarus and Folkman's (1984) cognitive appraisal theory to explain how dissatisfied customers make the decision not to complain; this involves a sequence of actions or reasoning (Crie, 2003) with various coping strategies. Simply put, these coping strategies are usually understood as the behavioural outcomes of complaining behaviour or non-complaining behaviour.

Cognitive appraisal is defined as "a process through which a person evaluates whether an encounter with the environment is relevant to his or her well-being, and if so, in what ways" (Folkman *et al.*, 1986, p.922). In other words, after a dissatisfying service experience, dissatisfied customers will experience three cognitive-emotive processes: primary appraisal, secondary appraisal, and coping behaviour. (e.g., Stephens and Gwinner, 1998; Duhachek and Iacobucci, 2005). The primary cognitive appraisal assesses the situational challenges towards the expected outcomes (e.g. irrelevant, benign positive or stressful). Simultaneously, the secondary appraisal is an assessment of an individual's ability to handle the situation by weighing the options and ways to react to it. The cognitive appraisal leads to emotion elicitations; if the

outcomes of the cognitive appraisal are stressful, negative emotions surface, including anger, disgust, contempt, sadness, fear, shame and guilt (Stephens and Gwinner, 1998), as well as anxiety, surprise, anger and disgust (Chebat, Davidow and Codjovi, 2005). The result of the cognitive and emotive appraisal process for dissatisfied customers has recourse to three coping strategies: problem-focused, emotion-focused or avoidance (Lazarus and DeLongis, 1983; Lazarus and Folkman, 1984). Problem-focused coping is related to a person managing or solving the problem through complaints. Emotion-focused coping is a coping behaviour in which the person chooses to remain silent and engage in more inward-directed psychological responses, such as self-blame, self-control, denial or seeking social support (Chebat, Davidow and Codjovi, 2005). Avoidance coping means taking no action and ignoring the problem, which is related to the aspect of cognitive dissonance theory. In short, the emotion-focused and avoidance coping styles are part of the non-behavioural response, which does not involve any complaining actions after service failure.

CNCB has also been labelled with different names, including *non-voice complaint behaviour* (Davidow and Dacin, 1997); *silent voices* (Ro and Mattila, 2015; Chebat, Davidow and Codjovi, 2005), and *silent behaviour* (Wang, 2015; Kaur and Sharma, 2015; Lee and Song, 2010). Among the researchers, one consensus regarding CNCB responses to dissatisfaction is that dissatisfied customers choose “to tolerate the dissatisfaction or to rationalise it or to forget it and do nothing” (Day and Landon, 1977; Donoghue and de Klerk, 2006; Singh, 1988). The focus of this study is the non-complaining behaviour phenomenon when dissatisfied customers do not directly complain to the service provider or do not do so at the time of a service failure, regardless of their subsequent responses (e.g., return or repurchase intentions).

According to the above literature review, the complaining or non-complaining behaviour of dissatisfied customers depends to a large extent on the available psychological resources and the situation or environment. Given this, some researchers have called for more attention to other factors that inhibit complaining behaviour, and the reasons why some customers complain while others do not (Davidow and Dacin, 1997; Day *et al.*, 1981; Landon, 1977). This leads to the next step in the literature review of identifying potential factors that influence the non-complaining intention and behaviour of dissatisfied customers.

### **2.3 Factors Influencing Customer Non-complaining Intention and Behaviour**

It has been well documented in the literature that dissatisfaction is a necessary condition for dissatisfied customers to complain or not (e.g. Hirschman, 1970; Day and Landon, 1977; Day *et al.*, 1981; Singh 1988, Stephens and Gwinner, 1998). Kim and Chen (2010) argued that perceived dissatisfaction only triggers a set of responses to complain or not, but it has no direct impact on the determination of CCB or CNCB. According to the findings of Singh and Pandya (1991), perceived dissatisfaction moderates the relationship between attitudes towards complaining and CCB. Crie (2003) contended that CCB or CNCB “is the outcome of a process of preliminary evaluations under the influence of initiating and modulating factors” (Crie, 2003, p.65). The evaluation of initiating factors and modulating factors proposed by Crie (2003) is similar to Stephens and Gwinner's (1998) cognitive evaluations - the concept of primary and secondary appraisal.

Many studies have been conducted to explore the differences between complainers and non-complainers and their propensity to complain (Bodey and Grace, 2006; Chebat, Davidow and Codjovi, 2005; Stephens and Gwinner, 1998). The possibility of an individual seeking redress or expressing dissatisfaction with the service provider when encountering negative service experience is influenced by several factors (Bearden and Mason, 1984). In the earlier literature, Day *et al.* (1981) pointed out that dissatisfied customers' propensity to complain is affected by three factors: (1) an evaluation of the costs and benefits of redress-seeking, (2) customer characteristics and the situation, and (3) market conditions, the legal environment and the probability of a successful outcome. Andreasen (1988) also proposes three reasons why unhappy customers do not complain, including a cost/benefit analysis (e.g., benefits are small and the cost is high), discouragement by others, and other situational factors (e.g. leaving town or family crisis). Others have studied the differences between complainers and non-complainers in terms of their characteristics (Bodey and Grace, 2006, 2007), their retaliation for service dissatisfaction (Phau and Baird, 2008) and situational factors (Sharma *et al.*, 2010).

To understand why some dissatisfied customers complain and some do not, it is necessary to investigate what factors affect their CCB or CNCB behaviour. Based on the critical review of current academic and practitioner literature, the factors that influence the CCB and CNCB of dissatisfied customers can be categorised into five main factors, namely individual factors, situational factors, the service provider and marketplace-related factors, social factors and resource-related factors.

To fill this gap and to enhance our understanding of the factors that could affect non-complaining behaviour, a comprehensive typology has been compiled and presented in Appendix 1. The corresponding explanations on the factors that affect CCB and CNCB are as follows:

### **2.3.1 Individual factors**

First is the understanding that behaviour would not be complete without considering internal factors that might shape or even determine the given behaviour. Factors that are intrinsic to the individual include demographics, psychology and personality, culture, emotions, customer experience and attitude towards complaining.

#### *(i) Demographics*

Some of the demographic aspects that affect a customer's propensity to complain include age, gender, income, education, place of residence, household size, lifecycle stage, ethnicity/culture and socio-economic levels (Bearden and Oliver, 1985; Liefeld, Edgecombe, and Wolfe, 1975; Tronvoll, 2008). Previous studies have shown that complaining customers are younger or middle-aged (Lam and Tang, 2003; Day and Landon, 1977; Warland, Hermann and Willitis, 1975; Andreassen, 1988). A recent study conducted by Meiners *et al.* (2021) showed that dissatisfied customers under 71 are less likely to complain than customers over 71 years old. On the other hand, people with higher education levels and who earn higher incomes are more likely to complain because they are more aware of their rights as consumers. Those living in urban areas, such as town, cities or suburbs, are the most inclined to complain (Gronhaug and Zaltman, 1981). Some studies have also found that female customers have a higher



complaining propensity than male customers (Granbois, Summers and Frazier, 1977; Meiners *et al.*, 2021).

*(ii) Psychological and personality*

The psychological and personality factors affecting the CCB or CNCB of dissatisfied customers include personal values, personality, attitudes towards complaining/non-complaining, submissive/passive behaviour, self-esteem and confidence levels (Bolfing, 1989; Bearden and Mason, 1984; Fornell and Westbrook, 1979; Tronvoll, 2008). Complainers are more self-confident, socially responsible (Lau and Ng, 2001; Bearden and Mason, 1984), assertive (Richins, 1982), and independent (Morganosky and Buckley, 1986) compared to non-complainers. Goodwin and Spiggle (1989) proposed that the customers' willingness to identify themselves as a complainer will affect the decision whether to make a complaint. Dissatisfied customers are reluctant to use this complainer identity because they want to disassociate themselves from the negative view of being a complainer (Goodwin and Spiggle, 1989). This can explain why some dissatisfied customers do not like to complain or refuse to participate in complaining activities.

*(iii) Culture*

Past studies have found that culture is one of the influential factors that affect CCB. Previous studies have found that culture is one of the influential factors that affect CCB and CNCB (Keng, Richmond and Han, 1995; Liu and McClure, 2001; Wan, 2013; Heung and Lam, 2003). Some researchers have asserted that non-complaining behaviour is more apparent among Asian customers (Kim and Boo, 2011; Defranco *et al.*, 2005; Ngai, Heung and Chan, 2007; Hui and Au, 2001) rather than Western

customers. Additionally, Asian customers are considered to be non-complainers because of their wishes to avoid any confrontation that damages societal harmony (Wan, 2013). The research conducted by Liu and McClure (2001) shows that customers in a collectivist culture (e.g., South Koreans) are unlikely to voice their complaints but more likely to engage with private actions, such as spreading negative WOM than those in an individualist culture (e.g., US customers).

#### *(iv) Emotions*

A product or service encounter may be a source of positive or negative emotions. In the consumer behaviour context, the emotions felt by customers after the consumption experience are known as consumption emotions (Havlena and Holbrook, 1986). Consumption emotions can be described as the affective responses generated after product and service usage or consumption experiences (*ibid*). Several scholars (Kim and Oh, 2012; Menon and Dube, 2004; Smith and Bolton, 2002) have argued for the influence of affective and emotional factors following a complaining behaviour. However, research on the influence of emotions on service recovery is relatively limited (Javed Ahmad and Zakaria, 2018) although the role of emotions in service encounters is increasingly gaining interest among scholars (Bueno *et al*, 2019)

Generally, the consumption emotions that develop after service experience are divided into two groups, namely positive emotions or negative emotions. The emotions of happiness and relief have an enhancing effect which is similar to the “domain of delight” suggested by Oliver *et al.*, (1997) and leads to a greater impact on satisfaction. Conversely, negative emotions, such as frustration and anger lead to customer dissatisfaction and the lowering of recommendation intentions (Rychalski and Hudson,

2017). There is a common understanding that when a service recovery achieves a positive result, the complaining customer is more likely to return to the service establishment, but if negative emotions arise from the service recovery the customer may never return. Service interactions involve emotional responses which always influence the status of the relationship between customer and service provider. Emotional responses with highly negative valence (such as anger) can play a significant moderating role in service recovery processes and may harm any sense of trust between the two parties and permanently damage their relationship. On the other hand, positive emotions enable individuals to make the leap of faith: to move from feelings to beliefs (Andersen and Kumar, 2006).

The negative service-related emotions identified in the literature which have resulted from negative service experiences could be a combination of emotions, such as unhappiness, anger, frustration, irritation and sadness (Jin, 2009; Krampf, Ueltschy and d'Amico, 2003). The attribution theory proposed by Weiner (1985) underlined that attribution-dependent emotions may be self-directed or externally directed. Self-directed emotions are emotions targeted inwardly towards the self that include guilt, shame, self-blame and self-pity (Tracy and Robins, 2006; Weiner, 2014).

Emotion-focused coping is a coping behaviour in which the person chooses to remain silent and engage in more inward-directed psychological responses, such as self-blame, self-control, denial or seeking social support (Chebat, Davidow and Codjovi, 2005; Lazarus and Folkman, 1984; Stephens and Gwinner, 1998). In the case of service failure, the unpleasant situation still exists, but dissatisfied customers try to adjust their psychological response to the problem, feeling better by doing nothing or

maintaining hope and optimism (Lazarus and Folkman, 1984). In some cases, dissatisfied customers may believe that their disappointment is the result of their own actions or they may deceive themselves into thinking that they should be blamed (Stephens and Gwinner, 1998). Meanwhile, externally directed emotions, such as anger and gratitude, are targeted outward, towards others, such as the service provider (Weiner, 2014; Sugathan *et al.*, 2017). This means that the person chooses a problem-focused coping, that is, managing or solving problems through voicing a complaint directly to the service provider or third party.

(v) *Past experience*

A review of the literature shows that past experiences including purchase frequency, individual's experience with the product/ service/ company and previous complaining experience affect the formation of complaining behaviour (Tronvoll, 2012; Davidow and Dacin, 1997). Studies have shown that dissatisfied customers will learn various complaining options (e.g., public or private complaining) and methods (e.g., a refund, an exchange or an apology) to increase the likelihood of successful complaints (Jin, 2010; Singh and Wilkes, 1996). The study conducted by Jin (2010) noted that previous customer experience acquired through similar complaining scenarios improves customers' knowledge and communication skills to make their complaints successful. Besides, the difficulty of seeking redress or complaining (e.g., considerations of time, cost and efforts to reach out) from the previous complaining experiences affect dissatisfied customers' intention to complain directly to the service provider (Day, 1984; Stephens and Gwinner, 1998). Ursic (1985) and Singh and Wilkes (1996) pointed out that if the outcome of the previous complaining experience is positive, dissatisfied customers will have a positive attitude towards complaining. Moreover, a positive

complaining experience can also generate positive word-of-mouth (Blodgett, Hill and Tax, 1997), or even lead to the 'Service Recovery Paradox' a phenomenon in which an initially dissatisfied customer may be won over with good service recovery, leading to a higher level of satisfaction and enhanced loyalty (Magnini *et al.*, 2007). Conversely, dissatisfied customers are not interested in complaining due to their previous negative complaining experience with service providers (Lee and Soberon-Ferrer, 1999). Therefore, complainers tend to have more prior experience of complaining compared to non-complainers.

(vi) *Attitude towards complaining*

In the early literature, Singh and Wilkes (1996) define attitude towards complaining as "the overall effect of 'goodness' or 'badness' of complaining to sellers" (Singh and Wilkes, 1996, p. 353). Other terms, such as good or bad, like or dislike, are used to evaluate the attitude towards an object, concept or behaviour (Fishbein and Ajzen, 2010). Several studies have revealed a positive correlation between attitude and complaining intention (e.g. Bearden and Mason, 1984; Kim *et al.*, 2003; Richins, 1982; Velazquez *et al.*, 2006, Voorhees and Brady, 2005). Attitude is a combination of an affective (e.g., emotions and feelings) and cognitive judgements (Ajzen and Fishbein, 1991, 2005; Millar and Tesser, 1986, 1989).

Some non-complainers have a negative attitude towards complaining because they want to avoid arousing negative feelings through affecting others. In their study, Lervik-Olsen, Andreassen, and Streukens (2016) and Mukhtiar *et al.* (2013) support the findings from Chang and Chin (2011) and reveal that people do not complain due to the considerations of friends and family and they are afraid their loved ones would be

discriminated against. Additionally, non-complainers avoid creating scenes in social events or celebrations with their friends or family (Voorhees, Brady and Horowitz 2006). Furthermore, some researchers have articulated that the fear of losing face determines attitudes towards non-complaining (Kim *et al.*, 2013; Chan *et al.*, 2016; Ngai *et al.*, 2007). The decision to make a complaint is also based on (a) the perception of service failure, (b) the consumer's past experience in similar situations, (c) the limited opportunity for complaints, and (d) the possibility success (Susskind, 2004). This implies that a person's overall attitude towards behaviour depends on the evaluation of subjective values and the expectations for success related to the behaviour (Azjen, Albarracin, and Hornik, 2007).

A person's overall attitude towards behaviour depends on the evaluation of subjective values and the expectations for success related to the behaviour (Azjen, Albarracin, and Hornik, 2007). The study conducted by Phau and Baird (2008) revealed that complainers have a strong sense of justice, are less conservative and have a more positive attitude towards complaining than non-complainers. When people think that complaining is an appropriate behaviour (Kim *et al.*, 2003; Day and Landon, 1977), they are more likely to complain. Learning theory shows that when customers are more familiar with complaints and the environment (e.g., having an understanding of unfair practices, consumer rights and complaint channels), they will have a more positive attitude towards complaining. Although previous studies have found that consumers' complaining tendencies are related to having sufficient information about failures, Singh and Wilkes (1996) also pointed out that attitudes mediate the influence of past behaviours on complaining intentions. Therefore, for the occurrence of complaints, a strong positive attitude towards complaining is necessary.

According to the functional theory of attitudes put forward by the psychologist Daniel Kartz (1960), attitudes are gradually established over time, and it takes more effort to change them. The key assumption here is that behavioural change can be achieved by enhancing an individual's positive perceptions and attitude towards behaviour through persuasive information about that behaviour (Azjen, Albarracin, and Hornik, 2007).

### ***2.3.2 Situational factors***

The complaining or non-complaining behaviour of dissatisfied customers depends on the specific situation in a given environment. The situational factors affecting CNCB include cost and benefit evaluation (Singh, 1989; Richins, 1980), perceived dissatisfaction (e.g., the importance of the products, the severity of service failure), the likelihood of the complaint being successful (Andreasen, 1988; Day, 1984; Gursoy, McCleary and Lepsito, 2007) and the attribution of blame (Richins, 1985; Folkes, 1984).

#### *(i) Cost and benefits of complaining*

Behavioural economists believe that human behaviour is reasonable, which is founded in economy-based decisions that are made to maximise benefits or minimize costs, or both (Fishbein and Ajzen, 2010; Jackson, 2005). Based on the cost-benefit theory, some researchers have suggested that dissatisfied consumers consider a trade-off before making a complaint (Best and Andreasen, 1977; Day, 1984; Huppertz, 2003; Stephens and Gwinner, 1998). This approach is often used to examine the relationship between expected outcomes of complaining and dissatisfied CCB. Within the cost-

benefit framework, customers make psychological judgements of *worth* or *not worth* based on the cognitive appraisal of the likelihood of a successful complaint outcome, the effort required to complain, and the value of the product involved (Hirschman, 1970). The cost of complaining may include the time involved, cognitive effort and stress, and other costs involved, such as telephone, mailing, and legal fees (Singh, 1989). Some of the benefits that dissatisfied customers wish to receive out of complaining action may be tangible (e.g., refunds, an exchange of products, or other monetary benefits) or intangible ( e.g., happiness, relaxation, or feeling good ). Tronvoll (2011) stated that customers often complain when services are complex, expensive, and have a favourable cost to benefit ratio, or when the complaints involve serious problems. People are more likely to complain if they perceive the benefits of complaining (e.g., a refund, an exchange or an apology) are greater than the cost (e.g., wasting time and effort) (Heung and Lam, 2003; Namkung, Jang and Choi, 2011; Singh, 1989). In other words, people are reluctant to complain if the judgement of benefit is too small (Andreasen, 1988; Landon, 1977).

*(ii) Perceived dissatisfaction*

The propensity of dissatisfied customers to complain or not to complain depends on their perceived dissatisfaction, which is closely associated with the severity of the problem and the importance of the product or service (Hess, Ganesan and Klein, 2003; Tronvoll, 2007). The more severe the service failure, the more likely the customer is to express their dissatisfaction directly to the service provider (Helms and Mayo, 2008). Customers may remain silent when they judge the problem to be an isolated mistake (Kucukarslan and Pathak, 1994). According to Bloch and Richins (1983), the importance of a product or service is conceptualized from two perspectives:



1) enduring importance, which is related to the ability of the product/service to meet the basic needs of a customer, and (2) instrumental importance, which is the perceived importance in a specific situation. The perceived service value or product importance can be translated into the total amount spent on products and services. For example, in the restaurant context, when the average bill prices are relatively low, customers tend not to complain about unpleasant experiences (Jani and Han, 2011; Kim and Boo, 2011). Thus, the relative importance of a product or service determines the level of complaint (Crick and Spencer, 2011; Blodgett, Granbois, and Walters, 1993; Huppertz 2003). Customers tend to complain when their dissatisfaction is important (Landon, 1977; Richins, 1985). Inadequate levels of dissatisfaction may not justify making a complaint (Halstead, 2002; Maute and Forrester, 1993; Singh and Pandya, 1991).

### (iii) *Likelihood of Successful Complaint Outcomes*

Previous complaining experience and knowledge about complaining are important components to help dissatisfied customers to estimate the likelihood of success when seeking redress from service providers (Day, 1984; Bearden and Mason, 1984; Singh and Wilkes, 1996). When dissatisfied customers believe that their complaints will be accepted by the provider, they are likely to express their dissatisfaction. However, if there are high levels of uncertainty and low expectations of a result in terms of economic costs and benefits and the possibility of successful redress, people will be reluctant to take any complaining actions (Day *et al.*, 1981). This means that if the likelihood of a successful complaint is high, the customer's attitude towards the complaining will be more positive (Jin, 2010; Singh, 1990). Conversely, if the likelihood of a successful complaint is low, then the dissatisfied customer will not complain

directly to the service provider but will consider other options, such as remaining silent, warning friends and family or forgetting the incident.

(iv) *Attributions of responsibility for product or service failure*

The attribution theory proposed by Weiner (1980) suggests that attribution of responsibility for product or service failure has three dimensions: locus of control, controllability and stability. In the CCB literature, locus of control is related to the perception of responsibility, including internal locus (customers are responsible for the problem) and external locus (customers blame the company for the fault). In other words, when a customer attributes the problem externally to the company, he/she is more likely to make a complaint, while he/she is less likely to voice a complaint if the problem has been caused by him/her. Controllability is related to the perceived controllability of the company to prevent product/service failures from happening. Folkes (1984) believes that when the failure of a product or service is caused by the company's controllable action, dissatisfied customers will feel angry with the company and most likely wish to express their dissatisfaction directly to the service provider. Stability focuses on the frequency at which problems occur. When product/service failure occurs frequently, people expect it to fail in the future. Conversely, when product/service failure is rare, people's expectations of future product/service failures will decrease (Folkes, 1984). In this case, if product or service failures occur rarely or on an ad-hoc basis, a loyal customer will avoid complaining and offer a second chance to the service provider.

### **2.3.3 Service provider and marketplace-related factors**

The service provider-related factors are controlled or mainly affected by the service provider or the business itself. The type of store, its reputation, the provider's responsiveness to complaints, the level of friendliness and reliability, and the promptness with which employees handle complaints affect CNCB (Jacoby and Jarrard, 1981; Ramphal, 2016; Richins, 1983; Tronvoll, 2012; Voorhees, Brady and Horowitz, 2006).

#### *(i) Attentiveness of the service providers*

Studies have shown that one of the reasons leading to CNCB is the lack of attention from the service providers to customers who do not intend to complain (Kim *et al.*, 2003; Tronvoll, 2008; Nimako and Mensah, 2012). Service providers naturally tend to focus on customers who complain and inadvertently ignore the less noticeable non-complainers (Gursoy, McCleary and Lepsito, 2007; Heung and Lam, 2003), assuming that the latter are all satisfied with the products and services they have received.

#### *(ii) Accessibility of complaining channels*

The accessibility of complaining channels offered by the service providers influence the propensity of complaining (Richins, 1983; Sheth, Mittal and Newman, 1999; Su and Bowen, 2001). Some researchers have suggested that the inability to get in touch with a suitable person or to access an appropriate complaints channel prevents customers from voicing their complaints (Bearden and Teel 1983; Day *et al.*, 1981). Additionally, the complex customer handling process, which makes it difficult for dissatisfied customers to channel their complaints also prevents dissatisfied customers from complaining (Zeelenberg and Pieters, 2004).

### *(iii) Perceived justice*

The role of perceived justice as a factor influencing CCB is mostly investigated in relation to customer complaining handling and service recovery (Blodgett, Hill, and Tax, 1997; McCollough et al., 2000; Smith et al., 1999; Tax et al., 1998;). Perceived justice refers to the degree to which customers perceive fairness in every exchange that takes place or during transactions with service providers (Tax et al., 1998). Justice theory theoretical foundation of service recovery as a result of a complaint. When evaluating the service recovery strategy by service providers, scholars usually employ three dimensions of perceived justice: procedural interactional and distributive justice. (Blodgett et al, 1997).

Procedural justice is the perceived fairness that the complaining customer feels about the service recovery procedure and standard (Lind and Tyler, 1988; Thibaut and Walker, 1975). Interactional justice is the fairness the complaining customer feels about the way they are being treated by the service provider during the service recovery interaction process. Complaining customers normally appreciate the interactional justice by evaluating the respect, honesty, attentiveness and courtesy of the by service provider during the service recovery process (Bies and Shapiro, 1987). Finally, distributive justice is the perceived fairness that the complaining customer feels from the tangible outcome of service recovery efforts and this includes any refund or compensation, discount, coupon or free exchange, the service provider offers to them (Deutsch, 1985; Homans, 1961).

Maxham and Netemeyer (2003) found that the higher perceived procedural justice in service recovery is correlated with positive word-of-mouth motivations by customers

while perceived interactional justice is correlated with repeated purchase. Similarly, Ha and Jang (2009) found that perceived justice is correlated with repeated purchase by customers. The fairness of the service recovery and the fairness of the procedures used to resolve complaints (i.e., perceived justice) will determine whether dissatisfied customers will complain in the future (Goodwin and Ross, 1990; Blodgett and Granbois, 1992; Sheth, Mittal and Newman, 1999). Heung and Lam (2003) found that dissatisfied customers complained because they wanted to seek corrective actions, request explanations for the service failures, seek an apology, and express their emotional anger. Meanwhile, if the service failure occurs beyond the control of the service provider, the dissatisfied customers are more forgiving (Magnini *et al.*, 2007; Susskind, 2015). Moreover, there is evidence that lack of justice can cause customers to get angry and focus more on solving problems by spreading negative word-of-mouth and exit behaviour (Blodgett *et al.*, 1997; Voorhees and Brandy, 2005). In short, dissatisfied customers want to be treated fairly and politely with a timely compensation (Goodwin and Ross, 1990; McCollough *et al.*, 2000; Tax and Brown, 1998). Nevertheless, the issues related to a service provider such as an employee or manager's inability or unwillingness to respond to service failure situations can produce a 'double deviation' effect. In other words, the double deviation scenarios represent the consumption experiences where customers are doubly faced with service failures - the initial service failure and the failed service recovery. Recognizing the importance of managers avoiding double deviations, they must continue to identify the determinants of service quality to satisfy their customers, whether they are satisfiers or dissatisfiers (Johnston, 1995).

(iv) *The market structure or marketplace-related factors*

The market structure or marketplace-related factors that affect CCB behaviour include exit barriers, the degree of market competition and the availability of alternatives (Sparks and Browning, 2010; Istanbulluoglu, 2013). In the hotel restaurant services context, for example, a study conducted by Kim and Boo (2011) found that dissatisfied customers tend to complain less in restaurants that are small and non-branded. If alternatives to products and services are readily available in a competitive market, dissatisfied customers would rather not waste their time and efforts in complaining as they can easily switch to other service providers. Conversely, in a monopolised market with less market competition, dissatisfied customers will often not complain but will spread negative WOM (Tronvoll, 2007b).

**2.3.4 Social factors**

Social learning theory shows that social expectations, social influences or social norms (these terms often being used interchangeably) have a vital influence on an individual's behaviour (Bandura, 1977). Social influences play a key role in CCB, whereby the contribution of social pressure and the opinions of any given reference can affect the non-complaining behaviour of dissatisfied customers (Chang and Chin, 2011; Jones, McCleary and Lepisto, 2002; Zhao and Othman, 2011). In the findings of Malafi *et al.* (1993), customers are more likely to complain if they receive advice to do so from friends and relatives. Also, Cheng, Lam, and Hsu (2006) discovered that normative influences have a significant influence on restaurant customers' willingness to engage in negative communication behaviours. Dissatisfied customers are inclined not to complain because they want to maintain a good self-image in front of others

(Graeff, 1996). Also, people tend to hide their emotions and self-expression to behave in a way acceptable to others (Snyder and Gangestad, 1986).

### ***2.3.5 Resource-related factors***

Resource-related factors are closely related to the concepts of perceived behavioural control or actual control proposed by Fishbein and Azjen (2010). An individual's available resources include skills, knowledge, and abilities that could facilitate or impede the performance of a given behaviour (Fishbein and Ajzen, 2010). Customers tend not complain if they cannot argue the reason for complaining and support their arguments (Tronvoll, 2012; Voorhees, Brady and Horowitz, 2006). In addition, lack of time, will and effort are important factors that affect whether a person is willing to complain (Tronvoll, 2008; Voorhees, Brady and Horowitz, 2006). Therefore, individuals who maintain a high level of resources would be more likely to complain than those who do not.

A review of the literature found that previous scholarly works have examined the influence of various factors on the CCB of complainers, but it remains unclear as to how these factors (e.g., individual factors, situational factors, the service provider and marketplace-related factors, social factors and resource-related factors) can influence the non-complaining intention and behaviour, especially for the non-complainers. Although these factors provide some insights into the reasons for not complaining, there is currently no comprehensive study that combines these factors or distinguishes how these factors and/or other potential factors can be incorporated into a framework to examine their effects on non-complaining behaviour. This leads to the next section

to assess the appropriateness of RAA as a theoretical framework to underpin the CNCB research and how to incorporate different factors into the RAA model.

## **2.4 Reasoned Action Approach (RAA)**

The RAA and its early variants of the theory of planned behaviour (TPB) and theory of reasoned action (TRA) is one of the most widely cited and applied in consumer behaviour research (Gold, 2011; Hagger, 2019). It is a behavioural theory derived from the theory of attitude (see Fishbein and Ajzen, 1975), the expectancy-value model (Fishbein and Ajzen, 1975), the social cognition approach (Banduri, 1977) and learning theory (Wallston, 1992).

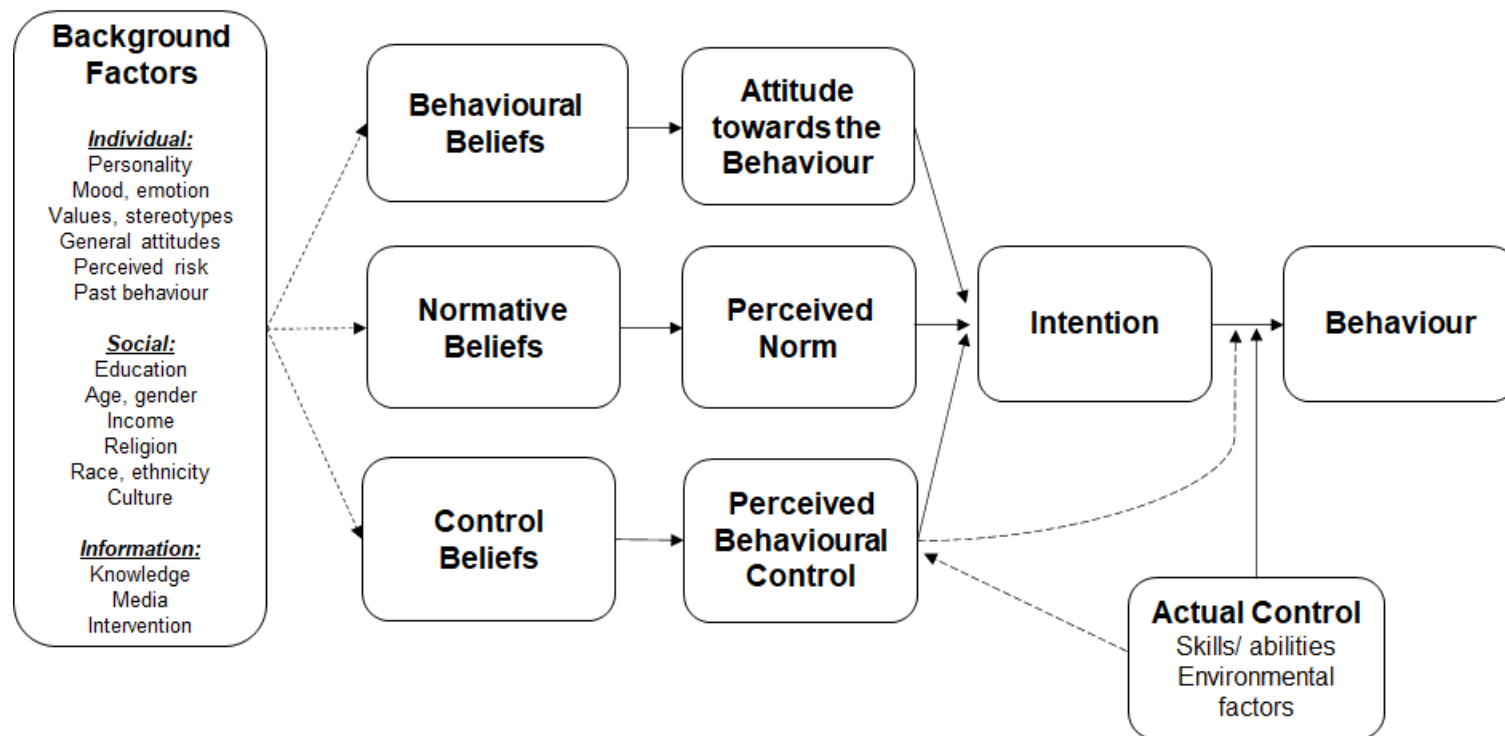
In the earliest version of the TRA, the central construct of the theory was intention, and it was considered the most immediate predictor of behaviour. Intention was seen as a function of two belief-based constructs: attitude and subjective norms. Later, Ajzen (1991) modified the TRA and argued that behaviour can be performed under the complete control of the individual. The TPB introduced perceived behavioural control (PBC) as an additional predictor of behavioural intention. In some cases, the individual's PBC closely reflects actual control, and the PBC will determine the strength of the relationship between intention and behaviour. When the PBC is high, individuals will be more likely to act in accordance with their own intentions. In the latest version of these two theories, Fishbein and Ajzen (2010) renamed the model as the *reasoned action approach*. Ajzen also suggested that when the PBC closely reflected the actual control, it would directly predict actual behaviour. The moderating



effects of skills, abilities, and environmental factors on the relationship between intention and behaviour were added in this RAA model.

As shown in Figure 2.1, the RAA theory assumes that human behaviour follows a reasonable decision-making process and is spontaneously influenced by an individual's background and beliefs about the given behaviour, which further results in certain outcomes such as attitude towards the behaviour, perceived norm, and perceived behavioural control, respectively. Combined, these lead to the formation of intention and, ultimately, to the prediction of behaviour. RAA theory further postulates that two variables - perceived behavioural control and actual control - have moderating effects on the intention-behaviour relationship, and actual control affects the perceived behavioural control.

**Figure 2. 1: The Reasoned Action Approach**



Source: Fishbein and Ajzen (2010, p.22).

#### **2.4.1 The rationale of using RAA**

The existing literature includes more than 60 theories about behaviour and behaviour change models that help us to understand specific behaviours (Darnton, 2008). A review of the CCB literature shows that there are four theoretical frameworks employed to investigate customer complaining intention, including the theory of reasoned action (TRA; Ajzen and Fishbein, 1980), the theory of planned behaviour (TPB; Ajzen, 1987), the theory of trying (TT; Bagozzi and Warshaw, 1990) and the theory of trying to complain (TTC; Lervik-Olsen, Andreassen and Streukens, 2016). A commonality of these models is that the TPB builds on the TRA; the TTC builds on the TT, while the TT builds on the TPB. It is, therefore, apparent that the TPB is the fundamental framework that has guided the studies on complaining intention. Later, Fishbein and Ajzen (2010) proposed a revised theoretical model based on the TPB and named it the *reasoned action approach* (RAA; Fishbein and Ajzen, 2010). Based on these assumptions, the RAA was selected as the theoretical framework to underpin this study.

The RAA (TPB and TRA inclusively) has been successfully used in more than 1000 peer-reviewed empirical papers in various studies related to human behaviour (Gold, 2011). In the CCB literature, empirical evidence proved its robustness and the predictability of measuring CCB intention (Burucuoglu and Bulut, 2016; Chang and Chin, 2011; Lervik-Olsen, Andreassen and Streukens, 2016; Boutaibi, 2014; Zhao and Othman, 2011). In addition, the RAA offers a practical application of the theory through the development of the actual questionnaire items to operationalise the theoretical constructs accordingly (Bleakley and Hennessy, 2018). In addition to using pre-determined RAA constructs (e.g., attitude, perceived norms and perceived

behavioural control and actual control), more appropriate constructs can be added into the model to examine their effects on behavioural intention and behaviour (Jemmott, 2012). Some consumer behaviour studies have incorporated various variables (e.g., moral, perceived value, willingness to pay premium, etc) into the RAA or TPB and proved that it is a significant predictive model to explain the behaviour (Tan, Ooi and Goh, 2017; Yadav and Pathak, 2017; Londono, Elms and Davies, 2017). Therefore, the present study attempts to include other relevant variables such as the situational, the service provider and marketplace-related variables within the RAA model to better understand the CNCB of dissatisfied customers.

#### ***2.4.2 The measurement constructs of RAA: direct and indirect measurements***

The RAA contains indirect and direct measurements that work concurrently to predict intention and actual behaviour. The indirect measurement refers to the measurement of the belief-based variables that indirectly affect behavioural intention and behaviour, including background factors and belief-based constructs (e.g., behavioural beliefs, normative beliefs, and control beliefs). Meanwhile, the direct measurement refers to the measurement of major variables such as attitude, perceived norms and perceived behavioural control which are strongly associated with behavioural intention and behaviour.

##### **Indirect effects**

As shown in Figure 2.1, human social behaviour begins to form after receiving a reasonable interpretation of the information or beliefs that people hold about the behaviour. It is believed that the formation of people' beliefs can be affected by background factors. These background factors comprise a variety of sources,

including individual, social and information sources (e.g., personal experiences, formal education, media and social interactions with family and friends). The background factors have effects on one's beliefs in and perceptions of behaviour. Three beliefs guide human social behaviour, these being behavioural beliefs, normative beliefs and control beliefs. Behavioural beliefs are the perceptions of the likely consequences or potential outcome of the behaviour. Normative beliefs are the perceived social pressures and social expectations of others to engage or not engage in the behaviour. Control beliefs are perceptions of the presence of factors that may facilitate or prevent the performance of the behaviour. Respectively, behavioural beliefs lead to attitudes towards the behaviour, normative beliefs lead to the perceived norms and control beliefs lead to PBC. Since the influence of these background factors on behaviour is indirect and they are mediated through beliefs held by people (e.g., behavioural beliefs, normative beliefs and control beliefs), they are regarded as indirect measurements in the RAA model (Ajzen, 1991).

### Direct effects

RAA theory theorised that human behaviour is a rational evaluation of consequences. Individuals are more likely to perform a behaviour if they have the intention to do so (Fishbein and Ajzen, 2010). Simply put, the intention to perform a specific behaviour depends on whether the behaviour is favourable or unfavourable (the attitude towards the behaviour: ATT), the perceptions of others (the perceived norm: PN), and the perceived ability to perform the behaviour following their wishes (PBC). In combination, ATT, PN and PBC determine intentions which, in turn, is the best predictor of the given behaviour.

Intention is a measure of the strength of one's willingness to try while performing certain behaviours. The gap between intention and behaviour could be attributed to differences in cognition or other unknown factors. An important contribution of RAA relates to the role of PBC and actual control in determining the actual behaviour. In RAA, the propositions of PBC and AC may act as a moderating variable that interacts with intention and behaviour. For instance, a person might have the intention to perform a behaviour but, if the person realises that he or she has low control over the situation, they will then withdraw the intention to perform. The construct of PBC deals with human behaviour not under complete volitional control (Ajzen, 1991). Besides this, actual control (e.g., skills and environmental constraints) is purported to influence PBC and moderate the relationship between intention and behaviour. Fishbein and Ajzen (2010) point out that, although stronger intention generally increases the likelihood of behaviour, when actual controls are low (e.g., through lack of skills or the presence of environmental barriers), individuals may be prevented from acting according to their intentions. Therefore, it is necessary to evaluate the skills, abilities, environmental barriers, and facilitators to fully explain a certain behaviour that may occur.

## **2.5 The Proposed Conceptual Model**

This study set out to explore the non-complaining behaviour of dissatisfied customers by determining and explaining the factors that influence non-complaining intention and behaviour through an extended model of the RAA. To achieve this, the RAA model has been used as a starting point, and more relevant factors identified from the literature (e.g., situational factors, actual control of complaining circumstances and the service provider and marketplace-related factors) have been incorporated to empirically test the conceptual model. The conceptual model has also been informed by the notions of Crie (2003) and Stephens and Gwinner (1998) which suggest that non-complaining behaviour is the outcome of a process of cognitive and emotional evaluation influenced by initiating and modulating factors.

Within the extended RAA model, the intention not to complain occurs simultaneously with dissatisfaction, and under the influence of initiating factors such as ATT, PN and PBC. In short, ATT, PN, and PBC are the three predictors of intention to perform a given behaviour. When these factors are placed in the context of non-complaining behaviour and incorporated into the conceptual model, they are called attitude against complaining, social group pressure (SGP) and perceived control of complaining circumstances . This means that dissatisfied customers' intentions not to complain may depend on their negative predispositions towards complaining, their consideration of others' negative views on complaining or their perceived control of the situation to complain about.

The primary intention not to complain is, then, the object of various modulating factors which determine the outcome of the non-complaining behaviour. These modulating factors include the actual control of complaining circumstances, situational factors (SIT), and service provider and marketplace-related factors (SER). Although dissatisfied customers might have the intention not to complain, their non-complaining behaviour could be determined by their actual control of the complaining circumstances (e.g., the skills and knowledge required to complain), situational constraints (e.g., time and efforts, cost and benefits evaluations, severity of the service failure) or service provider and marketplace-related barriers to complaining (e.g., type of establishment, availability of alternative product or service, responsiveness of manager or staff).

In addition, this study has also considered the moderating effect of the perceived control of complaining circumstances and the actual control of complaining circumstances on the relationship between intention and behaviour. With this, the actual control of complaining circumstances is also thought to influence perceived control of complaining circumstances. The relationships between the constructs are explained in detail in Section 2.6 - Hypothesis Development.

Having said that, this study has decided to exclude the indirect constructs of the RAA model, including background factors (e.g., personality, personal experiences, demographics, media), and belief-based constructs. The background factors are assumed to indirectly influence intention and behaviour by affecting belief-based constructs such as behavioural, normative, and/or control beliefs (Ajzen, 2020). Moreover, the RAA theory recognizes that background factors can provide valuable



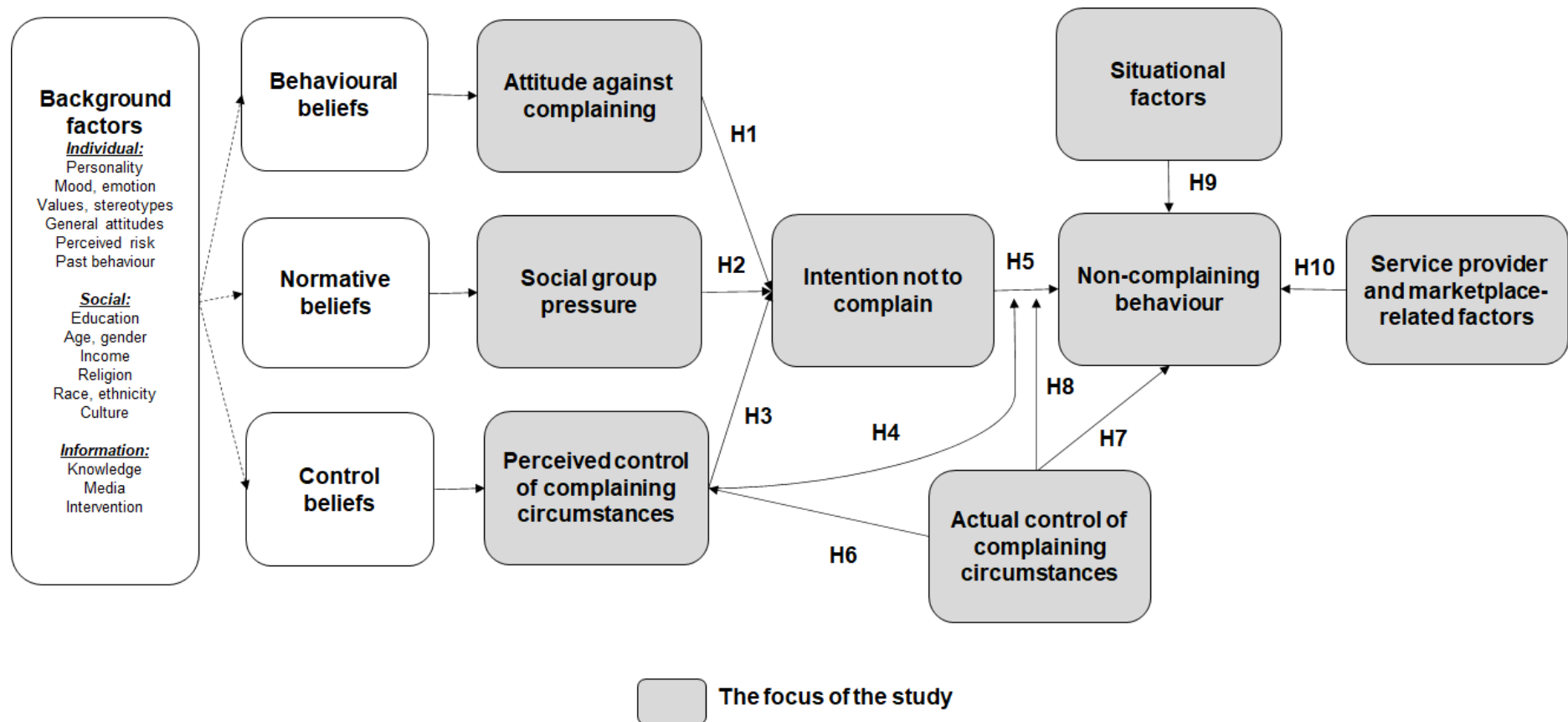
information about possible signs of behavioural, normative, and control beliefs but have no direct effect on the intention and behaviour. As for the belief-based constructs (behavioural, normative, and control beliefs), they are assumed to influence attitudes, perceived norms and perceived behavioural control, and have only an indirect effect on the intention to engage in a behaviour; they serve only as a guide in the decision-making process of performing or not performing a specific behaviour. Since the effects of these indirect constructs have a minimal or no effect on the behaviour, and the operationalisation of these constructs in the extended RAA model requires more time and effort to analyse the data, they were excluded from this study.

Nonetheless, this study has followed the general insight of the RAA theory that individuals from different social backgrounds or with different personality characteristics may hold different beliefs about a specific behaviour (Fishbein and Ajzen, 2010), and these beliefs have an indirect effect on the intention to engage in the behaviour, and that not measuring them is not a major threat in this study. The present study has also supported the notions of the previous scholarly works that have examined an individual's background factors (e.g., individual characteristics, social-demographic characteristics and information) and proved that certain background factors have a positive effect on people's beliefs about complaining behaviour (e.g., Bearden and Oliver, 1985; Day, 1984; Heung and Lam, 2003; Kim *et al.*, 2003; Richins, 1982). Although background factors and belief-based constructs are shown as part of the proposed conceptual model, they are not the focus of this study, and these constructs are not used for empirical testing.

As shown in Figure 2.2, the focus of this study is to examine the relationships between these constructs:

- The influence of attitude against complaining, social group pressure, and perceived control of complaining circumstances on the intention not to complain.
- The moderating effects of perceived control of complaining circumstances and actual control of complaining circumstances on intention and behaviour.
- The influence of actual control of complaining circumstances on perceived control of complaining circumstances.
- The influence of intention not to complain, actual control of complaining circumstances, situational factors and service provider and marketplace-related factors that determine non-complaining behaviour.

Figure 2. 2: The proposed conceptual model



Adapted from: *The Reasoned Action Model* (Fishbein and Ajzen, 2010)

## **2.6 Hypotheses Development**

The constructs and hypothesised relationships included in the research model have been formulated as follows.

### **Pre-identified RAA Constructs in the extended RAA model of CNCB**

According to the RAA, attitude, perceived norm, and perceived behavioural control are the independent predictors of behavioural intention; and behavioural intention and actual control are the factors used to determine behaviour.

#### **(i) Attitude against complaining (AAC)**

Attitude towards the behaviour is the first predictor of behavioural intention in the RAA model. ATT is related to the belief about the likely consequences of behaviour through emotional and/or cognitive evaluation (Fishbein and Ajzen, 1975; Rosenberg and Hovland, 1960; see Section 2.3.1). Generally, attitude can be the overall effect of things being 'positive' or 'negative', 'favourable' or 'unfavourable' or of 'goodness' or 'badness' (Kim *et al.*, 2003; Singh and Wilkes, 1996; Voorhees and Brady, 2005).

In the CCB literature, most of the previous research has shown that there is a positive relationship between attitude and complaining intention (Blodgett *et al.*, 1995; Day, 1984; Halstead and Droge, 1991; Kim *et al.*, 2003; Richins, 1982; Voorhees, Brady and Horowitz, 2006). In the same vein, this study hypothesised this. Specifically, when the attitude variable is adapted to the context of non-complaining behaviour and incorporated into the proposed model, it is called *attitude against complaining*. In this study, attitude against complaining is defined as dissatisfied customers' predisposition not to complain to the service provider; it is assumed that attitude against complaining

is significantly related to intention not to complain. Therefore, the following hypothesis is formulated:

*H1: Attitude against complaining has a positive influence on the intention of dissatisfied customers not to complain.*

(ii) Social group pressure (SGP)

The second predictor of behavioural intention is a perceived norm, which is referred to as “the perceived social pressure to perform or not to perform the behaviour” (Ajzen, 1991, p.188). Studies have shown that the contribution of social pressure and the opinions of others are determinants of CCB (Burucuoglu and Bulut, 2016; Chang and Chin, 2011; Richins, 1982; Zhao and Othman, 2011). Based on previous research, this study hypothesises that perceived norm has a positive impact on behavioural intention. When the perceived norm variable is adapted to the context of non-complaining behaviour and incorporated into the proposed model, it is called *social group pressure* (SGP). In this study, the SGP is understood as the perceived social pressure of one or a group of individuals to engage in non-complaining behaviour; it is assumed that SGP is significantly correlated with the intention not to complain. Therefore, the following hypothesis is introduced:

*H2: Social group pressure has a positive influence on the intention of dissatisfied customers not to complain.*

### (iii) Perceived control of complaining circumstances (PCOCC)

RAA postulates that perceived behavioural control (PBC) is the third predictor of behavioural intention. PBC is defined as “people’s perceptions of the degree to which they are capable of, or have control over, performing a given behaviour” (Fishbein and Ajzen, 2010, p.64). In other words, PBC is about an individual’s beliefs regarding their control and available resources, including prerequisite skills, knowledge, abilities, time, money, and social support (Ajzen, 2020). Skinner (1996) suggests that people with a high degree of control will make greater efforts to achieve goals by taking action than those who do not.

Conceptually, PBC is closely related to Bandura’s (1977) perceived self-efficacy, i.e., “beliefs in one’s capabilities to mobilize the motivation, cognitive resources and courses of action needed to meet given situational demands” (Wood and Bandura, 1989, p. 408). In the CCB literature, self-efficacy is described as a belief that people can “effectively voice a complaint” (Susskind, 2000, p.355). Previous CCB studies have shown that high-level PBC positively influences complaining intention (Awaluddin, Tamar and Bellani, 2018; Burucuoglu and Bulut, 2016; Lervik-Olsen, Andreassen and Streukens, 2016). In other words, a person with a higher PBC may have an increased sense of control and are willing to put in extra effort to engage in complaining behaviour.

Therefore, this study hypothesises that PBC has a positive impact on behavioural intention. When the PBC variable is adapted to the context of non-complaining behaviour and incorporated into the proposed model, it is called the *perceived control of complaining circumstances*. In this study, perceived control of complaining circumstances is understood as the beliefs of dissatisfied customers on their ability to control complaining circumstances and make a decision not to complain;

it is assumed that it has a positive effect on intention not to complain. Therefore, the following hypothesis has been constructed:

*H3: Perceived control of complaining circumstances has a positive influence on the intention of dissatisfied customers not to complain.*

The RAA suggests that perceived behavioural control is not only a direct determinant of intention with a status equivalent to attitude and perceived norms, but also that it is a moderator of the intention-behaviour relation (Ajzen, 2012; Fishbein, 2000; Fishbein and Ajzen 2010). This means that when people intend to behave in a certain way, they are more likely to act according to their intentions when the degree of perceived control over their action is high rather than when the degree of perceived control is low (Yzer, 2012). This means that, among individuals who show the same level of intention to behave in a specific way, i.e., not complain, those with a higher perceived behavioural control are more likely not to complain than those with a lower level of perceived behavioural control.

The extant literature shows that only half of the related studies evidenced a moderating effect of perceived behavioural control on the intention-behaviour relation (Amireault *et al.*, 2008). Other studies found that the effect of perceived behavioural control on the relationship between intention and behaviour is usually not significant and that the perceived behavioural control tends to explain little or no additional variance in behaviour prediction (Armitage and Conner, 2001; Yang-Wallentin *et al.*, 2004).

This study will explore the moderating role of perceived behavioural control on the relationship between intention and non-complaining behaviour. This is a hypothesis developed to examine the interactions of intention and PBC interactions

on the behaviour (intention × PCOCC → behaviour). Therefore, when applying this assumption to empirical test, this study assumes that:

*H4: Perceived control of complaining circumstances has a positive moderating effect on the intention not to complain and the non-complaining behaviour of dissatisfied customers.*

(iv) Intention not to complain (INTEN)

Behavioural intention refers to a person's subjective probability to perform a given behaviour (Fishbein and Ajzen, 1975). In the context of CCB, Singh and Wilkes (1991, p.4) define complaining intention as "the likelihood that a particular complaint response would be chosen as a consumer's response to marketplace dissatisfaction". As discussed above, behavioural intention is determined by three factors: ATT, PN and PBC. The more favourable the attitude towards the behaviour, the more supportive the social influences, and the greater the control of a person over the behaviour, the stronger the person's motivation is to engage in the behaviour (Ajzen, 1991). Therefore, the stronger the intention, the more likely the behaviour is to follow (Ajzen, 1991). This concept has been employed in diverse areas of research and it has been found that intention successfully predicted the occurrence of actual behaviour (e.g., Mukhtiar *et al.*, 2013; Chien, Yen and Hoang, 2012; Kashif, Zarkada and Ramayah, 2018).

Based on previous research, this study hypothesises that behavioural intention has a positive influence on behaviour. Specifically, when the behavioural intention is adapted to the context of non-complaining behaviour and incorporated into the proposed model, it is called the intention not to complain. In this study, the intention not to complain is understood as the dissatisfied customers' willingness to engage in non-complaining behaviour. Hence, the following hypothesis has been formulated:



*H5: Intention not to complain has a positive influence on the non-complaining behaviour of dissatisfied customers.*

(v) Actual control of complaining circumstances (ACOCC)

The RAA theory indicates that an individual's actual control involves various internal factors (e.g., skills, knowledge and abilities) and external factors (e.g., legal barriers, money, equipment, cooperation of others, etc.) that facilitate or impede the performance of a given behaviour (Ajzen, 2020). When actual control is adapted to the context of non-complaining behaviour and incorporated into the proposed model, it is called the *actual control of complaining circumstances*. In this study, the actual control of complaining circumstances is described as the availability of personal circumstances (e.g., skills, knowledge or ability to channel one's complaints to the service provider) for the dissatisfied customers to engage in complaining behaviour. The RAA theory conceptualises that actual control not only influences perceived behavioural control, but also moderates the effect of intention on behaviour (Fishbein and Ajzen, 2010). In addition to the RAA assumptions of the effect of actual control on perceived behavioural control and the intention-behaviour relationship, this study also proposed to test the direct effect of actual control on non-complaining behaviour.

Firstly, the RAA theory postulates that actual control influences perceived behavioural control. This means that a person's actual control of behaviour will influence the perceived control to perform the behaviour. For example, an individual who has the requisite skills and knowledge about behaviour will have higher perceived control and ability to engage in the behaviour. Conversely, an individual who has a lack of actual

control thus has lower perceived control of the behaviour. When knowledge about actual behavioural control is limited, under the assumption that perceived control reflects actual control reasonably well, perceived behavioural control can be used as a proxy to predict the given behaviour (Ajzen, 2020). Therefore, under the guidance of the RAA assumptions that perceived control reflects actual control, or actual control reflects perceived control, the following hypothesis has been constructed:

*H6: Actual control of complaining circumstances has a positive influence on the perceived control of complaining circumstances of dissatisfied customers.*

Secondly, to fully understand when a given behaviour may occur, it is necessary to examine the direct effect of actual control of complaining circumstances on non-complaining behaviour. In other words, concerning the extent to which dissatisfied customers have actual control over the complaining behaviour (e.g., ability to overcome complaining barriers or take control of the complaining circumstances), the following hypothesis has been constructed:

*H7: The actual control of complaining circumstances has a positive influence on the non-complaining behaviour of dissatisfied customers.*

Thirdly, according to the RAA theory, 'the stronger the intention, the more likely it is that the behaviour will be carried out. It is well recognized, however, that lack of requisite skills and abilities, or presence of environmental constraints, can prevent people from acting on their intentions' (Fishbein and Ajzen, 2010, p.21). In other words, among those who have the intentions to perform a specific behaviour, those with a higher level of actual control (e.g., skills and abilities) may perform the target behaviour more than those with lower actual control. In short, this study assumes that the non-

complaining behaviour depends not only intention not to complain, but also on a variety of actual control of complaining circumstances (e.g., skills, knowledge and abilities to complain); this is a hypothesis developed to examine the interactions of intention and actual control interactions on the behaviour (intention  $\times$  ACOCC  $\rightarrow$  behaviour). Hence, the following hypothesis is proposed:

*H8: Actual control of complaining circumstances has a positive moderating effect on the intention not to complain and the non-complaining behaviour of dissatisfied customers.*

#### Inclusion of new constructs in the extended RAA model of CNCB

The present study has also included two constructs, namely situational factors and the service provider and marketplace-related factors along with the pre-identified RAA constructs to explain customer non-complaining intention and behaviour.

##### (i) Situational factors (SIT)

As discussed in Section 2.3.2, the complaining or non-complaining behaviour of dissatisfied customers depends on a specific situation in a given environment. Some studies have revealed that dissatisfied customers objectively assess the cost and benefits of complaining or non-complaining (Singh, 1989; Richins, 1980) based on the likelihood of a complaint being successful (Andreasen, 1988; Day, 1984; Gursoy, McCleary and Lepsito, 2007), service recovery taking place (Heung and Lam, 2003) and the price being worth it (Best and Andreasen, 1977) before deciding to complain. People will complain if they believe that the behaviour performed will have positive and beneficial consequences (Jasinskas *et al.*, 2016; Kim and Chen, 2010; Ryu, Lee and Kim, 2012). In the same vein, customers are less likely to complain in low involvement

situations compared to those that they consider more important in terms of cost, money, or effort involved (Sharma *et al.*, 2010). Based on the literature review, this study uses five measures to evaluate the effects of situational factors on non-complaining behaviour, including the time and effort required to complain, the cost of products or services, the benefits of complaining, the perceived importance of the product or service to the customer and the severity of the service failure. Therefore, the researcher proposes:

*H9: Situational factors have a positive influence on the non-complaining behaviour of dissatisfied customers.*

(ii) Service provider and marketplace-related factors

As discussed in Section 2.3.3, service provider-related factors that influence CCB include the type of establishment, the reputation of the establishment, the reliability and responsiveness of the service provider, the service recovery and the accessibility of a complaints channel. Meanwhile, the marketplace-related factors include the exit barriers, the degree of market competition and the availability of alternatives (Sparks and Browning, 2010; Istanbulluoglu, 2013). As suggested in the literature, dissatisfied customers tend not to complain if it is a small and non-branded outlet (Kim and Boo, 2011), if the occurrence of service failures was beyond the control of the service provider (Magnini *et al.*, 2007) or if they have a good relationship with the service provider (Hirschman, 1970; Ro and Mattila, 2015; Rusbult, Zembrodt and Gunn, 1982). Similarly, if dissatisfied customers feel that there is a lack of responsiveness by the service provider, inaccessible complaints channels, unfair service recovery, fear of retaliation, or a low probability of a successful outcome (Goodwin and Ross, 1990; Blodgett and Granbois, 1992; Richins, 1983; Sheth, Mittal and Newman, 1999), they

are unlikely to complain. Based on the literature review, this study uses five measures to evaluate the effects of situational factors related to non-complaining behaviour, including the type of establishment, the availability of an alternative product or service, the responsiveness of the manager or staff, the presence of the manager or staff to handle complaints and the availability of a complaints channel. Therefore, the present study suggests the following hypothesis:

*H10: The service provider and marketplace-related factors have a positive influence on the non-complaining behaviour of dissatisfied customers.*

## **2.7 Summary of the Chapter**

A review of the literature has shown that the existing literature has mainly focused on CCB and its responses. This is largely because non-complaining behaviour is often viewed as a silent and invisible response to dissatisfaction and difficult to detect by the service provider. Hence, gaining a comprehensive understanding of the concept of CNCB and factors that influence the non-complaining behaviour of dissatisfied customers are fundamental to CNCB research.

This study has found that the taxonomies and models used to explain non-complaining behaviour differ. CNCB has been labelled with different names, including *non-voice complaint behaviour*, *silent voices*, and *silent behaviour*, and it is evident that the no-action responses are not clearly theorised and often ignored or mixed with other CCB categories. From a scholar's point of view, taking no action can be understood as a complete void of all behavioural actions, but it may also mean other complaining actions, e.g., warning others and spreading negative WOM. Having said that, the consensus among researchers, particularly concerning the CNCB responses to dissatisfaction, is that dissatisfied customers choose to tolerate the dissatisfaction or to rationalise it, or to forget it and do nothing.

Other scholars have claimed that there is a need to explore other factors beyond dissatisfaction that influence CNCB and potential reasons for customers choosing not to complain. Based on the literature review, this study has attempted to group and provide a comprehensive typology of these factors accordingly. Such factors are (1) individual factors, (2) situational factors, (3) the service provider and marketplace-related factors, (4) social factors, and (5) resource-related factors. This literature

review informs us why some dissatisfied customers do not complain about their negative service experiences and it also helps us to better understand how dissatisfied customers make the decision not to complain. However, the question of what and which factors are more important than others has yet to be resolved.

The literature review has shown that most CCB studies investigating complaining intention are based on TPB as the fundamental model. RAA is the most recent formulation of the TRA and TPB, and it has the potential to examine non-complaining intention and behaviour. Past CCB studies have proved that RAA is sufficient to explain complaining behaviour, but insufficient to explain non-complaining behaviour, because the literature review has shown that more factors could affect non-complaining behaviour. Therefore, using the RAA model as a starting point, attitude, perceived norms, and perceived behavioural control are used to examine intention; and intention and actual control are used to determine behaviour, this study has incorporated more relevant factors identified from the literature (e.g., situational factors and service provider and marketplace-related factors) to empirically test the conceptual model. Based on the conceptual extended RAA model of CNCB, 10 hypotheses have been outlined.

## **CHAPTER 3: RESEARCH DESIGN**

### **3.1 Introduction**

This chapter presents the overall design of the study. It first outlines the research paradigm based on a post-positivism philosophical assumption that underpins the methods chosen in the study. The next section provides an overview of the research design, which consists of a sequential mixed methods approach. The chapter is then divided into two parts to discuss the purposes of the quantitative and qualitative studies, including data collection and analysis methods, sampling methods and measures to improve the validity and reliability of the research. A discussion of ethical issues and how they have been addressed as presented. Finally, this chapter concludes with limitations and a critical reflection on the research process.

### **3.2 Research Paradigm**

The term paradigm originated from the Greek word *paradeigma*, which means ‘pattern’ or ‘example’ (Seel, 2012). A research paradigm helps to define researchers’ philosophy so that they have a clear vision of the worldview informing a study’s philosophical, theoretical, instrumental and methodological foundations (Zukauskas, Vveinhardt and Andriukaitiene, 2018). In other words, a paradigm refers to a set of beliefs, assumptions, and values shared by a community of researchers about the nature of research (Kuhn, 1977). According to Guba and Lincoln (1994) and Terre Blanche and Durrheim (2006), a paradigm is related to the concepts of ontology (what the essence of reality is), epistemology (how we know what we know) and methodology (how a person acquires knowledge). It is important to be aware of the



ontological and epistemological dimensions of a philosophical worldview in order to design the appropriate research design and methods chosen.

The exact number of paradigms varies from author to author. Possible paradigms include critical realism, interpretivism, phenomenology, positivism, post-positivism, post-modernism and pragmatism (Saunders *et al.*, 2016; Easterby-Smith *et al.*, 2002; Tashakkori and Teddlie, 1998). Given that the purpose of this thesis is to explore the non-complaining behaviour of dissatisfied customers by determining the factors that influence non-complaining intention and behaviour through an extended model of the RAA, this study has adopted a post-positivist philosophical standpoint.

As shown in the literature review in Chapter 2, there is a connection between the RAA model (an early variant of its TPB) and CCB research, the robustness and predictability of the RAA model has been proven in measuring complaining intention and behaviour. Arguably, the RAA model can also be used to predict and examine the factors that influence non-complaining intention and behaviour. In addition, the literature review indicates that there are numerous factors (e.g., situational factors, actual control of complaining circumstances, service provider and marketplace-related factors) that could influence non-complaining intention and behaviour. These factors must be included in the RAA model to understand the causes and effects of non-complaining behaviour. Unlike positivists who believe that a linear process of cause and effect can determine determinable and predictable outcomes, a post-positivists maintain this assumption in a modified form, that is, the outcomes of the findings depending on a series of complex causal factors that interact with each other (Giddings and Grant, 2006). Therefore, this study uses the RAA model as a starting point but also

incorporates relevant factors identified in the literature to determine their effects on non-complaining behaviour. From an ontological point of view, post-positivists believe that there is no absolute knowledge truth; rather, it is necessary to conduct a series of logically related steps to replace existing knowledge when new knowledge appears to become closer to 'objective reality' (Creswell, 2009; Popper, 2004).

In an epistemological sense, post-positivist researchers are critical realists. They not only use direct observation and experiments to understand the cause-effect relationships of a phenomenon, but they also emphasise 'explanation' to unveil and approximate the 'truth' by observing reliable patterns of social behaviour (Gamlen and McIntyre, 2018). Therefore, the researcher of this study emphasised explanation to gain a deeper understanding of the factors that influence dissatisfied customers' non-complaining intention and behaviour. Explanatory research aims to explain social phenomena and the relationship between the different components of the phenomenon (Terre Blanche, Durrheim and Painter, 2006). Hence, this study has adopted an explanatory mixed methods design to explore and explain non-complaining behaviour within a post-positivist epistemological framework. It is worth noting that most mixed-methods studies involve post-positivist assumptions (see Giddings and Grant, 2006). Post-positivist research represents the best aspects of both objectivism (quantitative) and constructionism (qualitative).

Post-positivists believe that research strategies should be pragmatically focused on the effectiveness of generating knowledge or solving problems by applying the appropriate range of available quantitative and qualitative research methods (Gamlen and McIntyre, 2018; Henderson, 2011). Therefore, this study collected quantitative

data in the first stage to examine and predict the correlation between factors that affect non-complaining behaviour through hypothesis testing based on the extended RAA model. Then, the qualitative stage further investigated why and how non-complaining behaviour occurs. Thus, the quantitative method was used to provide a statistical analysis of social behaviour patterns, while the qualitative method was used to interpret the meaning of these behaviours for the social actors (non-complainers) involved. Compared with positivism, which mainly focuses on quantitative methods, and interpretivism, which mainly focuses on qualitative methods, the post-positivist epistemology accommodates both quantitative and qualitative methods.

### **3.3 An Overview of the Research Approach and Design**

The research design consists of the 'procedures for collecting, analysing, interpreting and reporting data in research studies' (Creswell and Clark, 2007, p.58) or a 'blueprint that is followed to complete a study' (Churchill and Iacobucci, 2002, p.74). The research design therefore includes methods and procedures that provide a logical sequence during the research process (see Figure 3.1).

As this is an ex post facto study, in which the researcher takes the dependent variable (effect) 'after the fact' and examines the data retrospectively to establish causes, relationships or associations, and their meanings (Cohen, 2007) a two-stage sequential mixed method research design was chosen which is quite similar to Creswell's explanatory and exploratory mixed method designs (Teddle and Tashakkori, 2011). The main strengths of such a sequential design are the ability to:

- 1) gain a deeper understanding of findings revealed by quantitative studies

(explanatory stage); 2) contextualise and generalise qualitative findings to larger samples (exploratory stage); and 3) collect and analyse the different methods separately. Additionally, this two-stage approach makes sequential designs easy to implement, describe, and report. The weakness of this research design is the length of time required to complete both data-collection phases, especially given that the second stage is often in response to the results of the first stage.

### **3.4 Research Approach**

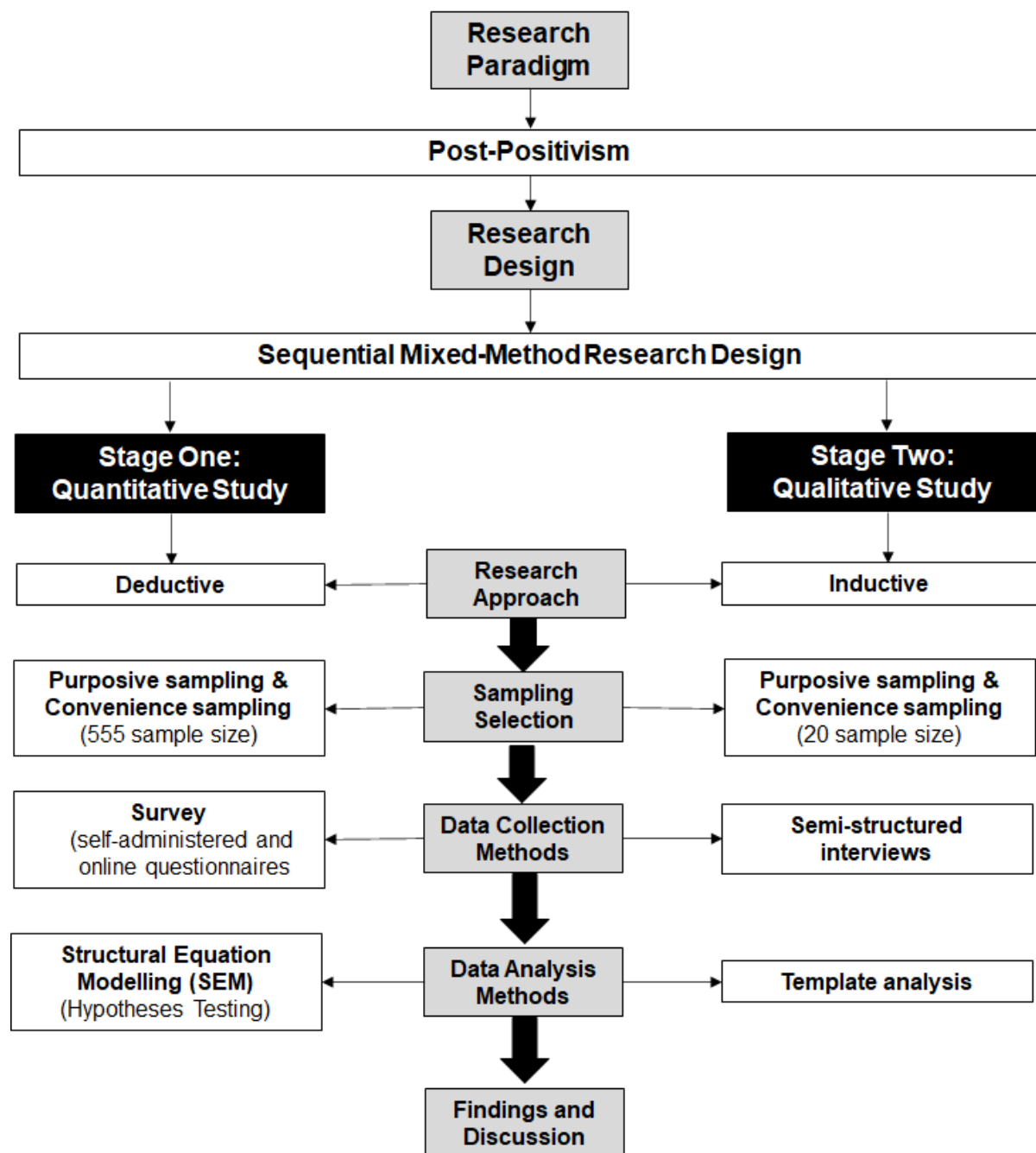
Generally, there are two approaches to theory development, namely the inductive and deductive approaches (Mason, 2014). Using a post-positivist ontology and epistemology with a sequential mixed methods approach to collect and analyse quantitative and qualitative data, this study adopted both inductive and deductive approaches.

The study used the RAA model as the theoretical framework and incorporated relevant factors identified in the literature into an extended RAA model to determine their effects on non-complaining behaviour. Therefore, a deductive method was needed. The deductive research design is also called the 'top-down' approach and often involves the collection of quantitative data (Saunders *et al.*, 2016). Deductive research first involves the application of an existing theory and the formulation and testing of hypotheses (Mason, 2014). Thus, deductive reasoning is used to test theories empirically through the hypotheses proposed. To achieve this, this study used various items in a questionnaire to examine factors that influence the non-complaining intention and behaviour of dissatisfied customers and to collect quantitative data. The extended RAA model was empirically tested with 10 hypotheses to reveal correlations

between the factors that influence non-complaining intention and behaviour. Then, the data was analysed to gain statistical support for conclusions. The results also helped to support or refute the RAA theory and to make assertions about the objective reality that exists 'out there' reality of non-complaining behaviour (Altinay, Paraskevas, and Jang, 2016; Creswell, 2009).

Within the epistemological lens of the post-positivist theoretical frame of inquiry, this study emphasises explanation to unveil and approximate the 'truth' through the observation of reliable patterns of social behaviour. Therefore, in the second stage of data collection, 20 semi-structured interviews were conducted to understand the factors that influenced participants' non-complaining intention and behaviour and to discover the underlying reasons they chose not to complain. The inductive approach using a qualitative method was more appropriate for this purpose (Creswell, 1994). The inductive research design is also referred to as the 'bottom-up' approach and often involves the collection of qualitative data (Saunders *et al.*, 2016). Generally, inductive reasoning makes broad generalisations from specific observations (qualitative data collected), and conclusions are then drawn from the data (Ketokivi and Mantere, 2010). A traditionally inductive approach therefore begins with 'using the participants' views to build broader themes and generate a theory interconnecting the themes' (Creswell and Clark, 2007, p.23). This study used semi-structured interviews to obtain rich, descriptive and context-specific details of the participants' views (Gill and Johnson, 2010; Saunders *et al.*, 2016); the researcher used this information to create a series of factual propositions and explanations about the reasons for not complaining to support the proposed extended RAA model. This stage also aimed to discover the potential reasons participants chose not to complain.

Figure 3. 1: An overview of the research design



### **3.5 Research Design: Quantitative and Qualitative Studies**

Researchers can choose one approach or a combination of multiple approaches. A combination of methods is known as the mixed methods approach (Mason, 2014). As discussed earlier in the Chapter, the study adopted an explanatory and exploratory sequential mixed method approach to deepen the understanding and corroboration of the non-complaining behaviour among dissatisfied customers. Hence, two stages of data collection and analysis were conducted to serve the different purposes of this study.

In the first stage the objective was to empirically test the initial conceptual framework which was developed through the literature review - an extended RAA model of CNCB in order to explain the non-complaining of dissatisfied customers. The quantitative data from this stage helped to reveal the significant correlations between the factors that influence non-complaining intention and behaviour. Specifically, they provided answers to the main research questions, i.e., the effectiveness of the extended RAA model in examining the factors that influence non-complaining intention and behaviour, and which factors are more important in determining the non-complaining behaviour of dissatisfied customers.

The semi-structured interviews of the second stage, allowed the researcher to gain a better understanding and clarity from the quantitative results and to conceptualize the reasons behind the respondents' non-complaining behaviour. This second stage also allowed the researcher to identify possible interventions by the service providers that may reverse the non-complaining behaviours of their dissatisfied customers.

The following sections discuss the quantitative and qualitative research design, including instrument development, sampling, data collection, and analysis.

### **3.5.1 Stage One: Quantitative Study**

A survey was conducted to collect quantitative data. This method is suitable for observing large-scale patterns in data and quantifying data into understandable information about social phenomena (Veal, 2018). Most importantly, the collected data helps to answer the research questions through numerical evidence. Therefore, this study not only used quantitative data to empirically test the extended RAA model but also to examine the correlations between factors that affect non-complaining behaviour through hypothesis testing based on an extended RAA model. The following section discusses instrument development, sampling techniques, and data collection and analysis methods.

#### *(i) Instrument development*

A questionnaire is a structured data collection tool that consist of a series of questions and scales to garner respondents' answers (Malhotra, 2010; Martinez-Mesa *et al.*, 2016). The questionnaire designed for this study consisted of three main parts, including Participant information sheet, consent form and questionnaire (see Appendix 2 for more details).

#### Participation Information Sheet and Consent Form

The first four pages of the questionnaire comprised a welcome page, participant information form and consent form. On the welcome page, a brief background of the study was provided. The second page of the questionnaire was the participant



information sheet (PIS) containing information about the research project. The PIS provided respondents with an understanding of the purpose, methods, risks, and privacy and confidentiality issues of participating in the research project. Finally, on the consent page, the respondent was asked to initial (✓) to confirm their understanding of the research purpose, procedures and risks.

### Questionnaire

The questionnaire consisted of 10 sections. The first part collected demographic information, including gender, age group, occupation and highest education level, as well as correspondence details such as a contact number and email address. The second part included questions related to the negative service experience encountered, such as type of establishment, type of service experience and the person(s) accompanying the respondent at the time. The subsequent sections measured the different constructs specified in the proposed model to determine dissatisfied customers' non-complaining intention and behaviour. As shown in Table 3.2, the measuring items were derived from the current CCB literature (Fishbein and Azjen, 2010; Burucuoglu and Bulut, 2016; Zhao and Othman, 2011; Tronvoll, 2011). There were three to six measuring items to assess each of the constructs. Respondents were asked to rate the extent to which they agreed or disagreed with each statement according to a 7-point Likert scale ranging from (1) strongly disagree to (7) strongly agree.

**Table 3. 1: Constructs Measured in the Survey Questionnaire**

Attitude against complaining: 3 Items		
DA1A	Not complaining to the service provider after a negative service experience left me with positive emotions such as no stress and peace of mind.	Fishbein and Azjen (2010); Voorhees, Brady and Horowitz (2006); Burucuoglu and Bulut, (2016); Lervik-Olsen, Andreassen and Streukens (2016)
DA2A	For me, it is the right behaviour and wise not to complain after a negative service experience.	
DA3A	It is not my duty to complain and highlight problems with the service provider.	
Social group pressure: 3 Items		
DPN 1A	Most people who are important to me think that I should not complain to a service provider.	Fishbein and Azjen (2010); Burucuoglu and Bulut, (2016); Lervik-Olsen, Andreassen and Streukens (2016)
DPN 2A	Most people whose opinions I value would not want me to complain to a service provider.	
DPN 3A	Most people I respect and admire will agree with me about not complaining to the service provider.	
Perceived control of complaining circumstances: 3 Items		
DPC 1A	I am confident that I can decide to complain or not to complain about a negative service experience.	Fishbein and Azjen (2010); Burucuoglu and Bulut, (2016); Lervik-Olsen, Andreassen and Streukens (2016)
DPC 2A	Not complaining to a service provider about a negative service experience is completely up to me.	
DPC 3A	Not complaining to a service provider about a negative service experience is under my control.	
Intention not to complain: 3 items		
BI 1A	In the future, I intend not to complain about a negative service experience.	Fishbein and Azjen (2010); Kim <i>et al.</i> , 2003; Lervik-Olsen, Andreassen and Streukens (2016)
BI 2A	On a similar occasion, I am willing not to complain about a negative service experience.	
BI 3A	I am not planning to complain about a negative service experience.	
Situational factors: 6 Items		
SI1A	I did not complain because I wanted to save time and energy and avoid the trouble of complaining.	Newly added items with some reference from McKee,
SI2A	I did not complain about a low-cost or cheap product or service experience.	

SI3A	I did not complain because there is no substantial benefit to sharing my feedback.	Simmers and Licata (2006)
SI4A	I did not complain about a service experience that was not important to me.	
SI5A	I did not complain about small details or small problems in the negative service experience.	
SI6A	I did not complain because I was not concerned with the service provider's apology and compensation.	
Service provider and marketplace-related factors: 5 Items		
SM1A	I did not complain because this was an inexpensive and low-class hotel or restaurant.	Newly added items
SM2A	I did not complain because I can find alternatives or substitutes of the products/services/service providers elsewhere.	
SM3A	I did not complain because I felt that the staff or manager may not handle my complaint with care and professionalism.	
SM4A	The absence of a manager or staff to immediately handle my complaint face-to-face prevented me from complaining.	
SM5A	The absence of complaint tools (e.g., customer feedback card, official website or customer service hotline) prevented me from complaining.	
Actual control of complaining circumstances: 4 Items		
RF1A	My lack of knowledge on where/how/who to complain to prevented me from complaining.	Newly added items
RF2A	Not knowing the appropriate service standard and requirements prevented me from complaining.	
RF3A	My inability to argue and support my opinion prevented me from making a complaint.	
RF4A	My shortage of time prevented me from complaining.	
Non-complaining behaviour: 2 Items		
ANB 1A	I have not complained about a negative service experience to a service provider within the past three months.	Fishbein and Ajzen (2010)
ANB 2A	I have never complained about a negative service experience to any service provider.	

(ii) *Sampling methods*

The target population refers to a group of defined people with specific sampling elements identified for investigation by the researcher based on the evaluation of research objectives, cost-effectiveness and feasibility (Martinez-Mesa *et al.*, 2016).

The target population identified for this study was non-complainers who stayed in a hotel or dined in a restaurant within the past three months and who had a negative service experience (i.e. product or service failure) which they did not complain about.

Sampling size refers to the number of participants of the general population included in a study (Hair *et al.*, 2010). Multiple considerations were applied to determine the minimum sampling size required to achieve an adequate confidence level, minimal bias and sufficient statistical power (Muthen and Muthen, 2002). For this study, the selection of sample size was influenced by the limitations imposed by time and financial consideration. In quantitative research, a target population from a larger sample pool can help to establish better generalisability of findings by ensuring representativeness for the population of interest (Thompson, 2012). In order to ensure the study results generalise from statistically drawn samples of the population, Wolf *et al.* (2013) suggest that the research using structural equation modelling must meet these sample size requirements: 1) acceptable standard error estimates must be within 5% of the population standard error; 2) there must be a 95% confidence interval for each parameter estimate. To achieve a confidence level of 95% and a margin of error of 5%, the sample size required in this study was approximately 384 respondents (Krejcie and Morgan, 1970). Based on these guidelines, the study collected 555 surveys to obtain a sample size suitable for a higher statistical power of evaluation (van Voorhis and Morgan, 2007).

The recommended sample size was also calculated using the software G\*Power 3.1 (Faul *et al.*, 2009; Cohen, 1988). The report suggested an adequate sample size of 337 respondents. This number corresponds to a medium effect size of 0.6, an alpha error of 0.05 and a power of 0.95. Thus, 555 surveys were collected for additional data and increased confidence and reliability of the data output for this population size.

### (iii) Sampling techniques

Sampling techniques can be broadly divided into probability sampling and non-probability sampling (O’Gorman and MacIntosh, 2015; Churchill and Iacobucci, 2002; Malhotra, 2010). Probability sampling is a technique in which the chance of each case being selected from the population is known and is usually equal for all cases (Henry, 1990). Probability sampling techniques include simple, systematic random, stratified random and cluster sampling (Saunders *et al.*, 2016). Conversely, non-probability is a technique in which every case in the population does not have an equal chance of being selected in the sample (Henry, 1990). There are several non-probability sampling techniques, including quota, convenience, purposive and snowball sampling (Henry, 1990; Saunders *et al.*, 2016).

This study employed two non-probability sampling techniques, purposive sampling and convenience sampling, to recruit respondents (non-complainers) for the questionnaire and interviews. The use of purposive sampling, also known as criterion sampling, involves selecting respondents based on specific characteristics or criteria (Prunchno *et al.*, 2008); this helps to select the most useful samples for research purposes and minimises selection bias. In this study, to minimise selection bias, respondents had to fulfil the following criteria: (1) they must have stayed in a hotel or

dined in a restaurant within the past three months and (2) they must have encountered a negative service experience in the hotel or restaurant which they did not complain about to the service provider. In contrast, convenience sampling enables researchers to find the most accessible people in order to collect large numbers of surveys quickly and cost-effectively (Kumar, Talib and Ramayah, 2013). Due to the geographical limitations of the researcher, surveys were administered in three different countries (Malaysia, India and the United Kingdom).

#### (iv) Data collection methods

A critical incident technique (CIT) was used to gather responses from the survey participants. Critical incident technique was first introduced by Flanagan in 1954 as a tool in the aviation psychology program of the US Army Air Forces for selecting and classifying aircrews. Critical incident technique is now commonly used to examine a situation and ask respondents to recall and explain factors and conditions operating in the specific situation surrounding the critical incident. This technique has been widely adopted by other researchers in service industry research and especially in CCB research (Ro and Mattila, 2015; Ro and Wong, 2012; Choraria, 2013; Voorhees, Brady and Horowitz, 2006). The CIT was used in the present study to allow dissatisfied customers to recall and describe the most critical incident in a hotel or restaurant within the past three months which they did not complain about to the service provider (Singh and Wilkes, 1996). These negative incidents had an adverse effect on their non-complaining intention and actual behaviour. Respondents were requested to describe the most memorable negative service experience that caused them not to complain.

As a research method, CIT has both advantages and disadvantages. Its primary advantage is 'its capacity to provide accurate and consistent interpretations of people's accounts of events without depriving these accounts of their power or eloquence' (Viney 1983, p. 560). The CIT also offers proven and clearly defined guidelines for data collection (Lipu, Williamson and Lloyd, 2007). One of the disadvantages of CIT is that it can involve undesirable memory lapses. People might have forgotten the details of the incident, causing inaccurate data to be collected. To overcome this limitation, the questionnaire first used sequential questions – such as type of establishment, type of negative service experience (i.e. food and beverage, accommodation/room, staff) and who was with the respondent at the time – to guide respondents in remembering the incidents. After this, the questions were integrated with factors that influence non-complaining intention and behaviour.

A pre-test is a critical examination of survey instrument that will help to determine if the survey will work properly as a valid and reliable tool to garner data (Ruel, Wagner and Gillespie, 2016). The pre-test was conducted 15 April to 30 April 2018 (16 days) using the expert-driven approach (Ruel, Wagner and Gillespie, 2016), whereby five hospitality scholars were asked to provide face-to-face feedback on the questionnaire. This process helped the researcher to identify potential problems with the measurement tool and to ensure the validity of the content and measuring items. Although the questionnaire was developed based on the guidelines specified by the RAA (Fishbein and Ajzen, 2010) and the factors identified in the literature review, the researcher made improvements to the questions in terms of wording, measurement scales and section instructions. Changes made to the questionnaire included alterations to participant information sheet, for instances, to include an approximate

time to complete the questionnaire and the reason for participating in the research. A section of demographics has been added to the questionnaire which include of gender, age group, occupation, highest education level and correspondence details (e.g., contact numbers). The wording used for the measurement scale from 1-strongly disagree to 7-strongly agree has been revised to indicate the degree of agreement/disagreement of the respondents with the statement, and a sample to circle the response is provided as follows:

For instance:

1 - Strongly Disagree	2 – Disagree	3 - Slightly Disagree
4 - Neither agree nor disagree	5 - Slightly Agree	6 - Agree      7 - Strongly Agree

The wordings of the statements were changed to improve readability and revised as follows:

### Part 3: Direct Attitude

DA1 (original): Not complaining to the service provider after a negative service experience left me with positive emotions such as joy, happy and pleased.

DA1 (revised): Not complaining to the service provider after a negative service experience left me with positive emotions such as stress-free and peace of mind.

### Part 8: Situational Factors

SI1A (original): By not complaining, I saved time and effort.

SI1A (revised): I did not complain because I wanted to save time and energy and avoid the trouble of complaining.



The questionnaire was revised prior to the pilot test.

The pilot test was conducted from 1 May to 15 May 2018 (2 weeks) and included 30 respondents to check the validity and understandability of the questionnaire before distributing it to a larger group. A pilot test can be described as a small-scale research project for the collection of data from respondents to confirm the validity of the methodology (O’Gorman and MacIntosh, 2015). After answering the questionnaire, respondents were asked to recall whether there were other factors influencing their non-complaining decisions. During the pilot test, there were 30 questionnaires collected. Five surveys were distributed physically and 25 surveys completed online. Changes made to the questionnaire are detailed below:

- A question- ‘Email address’ was added on the General Information section, asking respondents to provide details of their alternative correspondence details.
- Only three statements were used to measure behavioural intention. The statement- ‘In a similar occasion, I will choose not to complain about a negative service experience’ has been removed because this was a duplicate question.
- Under situational factors- SM4A- some examples of complaint tools (e.g., customer feedback card, official website or customer service hotline) have been added to questionnaire to provide clearer questions for their responses.
- A question was added on the last page asking respondents whether they agree or disagree to participate in a follow-up interview.

Using the raw data collected from the pilot test, the researcher proceeded with data entry and data processing procedures using IBM Statistical Package for the Social Science (SPSS) software. This preliminary data entry and analysis allowed the

researcher to identify potential problems regarding data input, time management and required support before the main data collection and analysis. Cronbach's alpha was used to examine the reliability of the items for each construct. An item is only reliable if the Cronbach's alpha value is more than 0.7 (Hair *et al.*, 2010). However, the pilot test results indicated that there were some items loaded below the necessary Cronbach's alpha value, indicating low reliability. After reviewing the questions and respondents' feedback, the low reliability was caused by unclear statements, similar questions and grammatically problematic sentences. The questionnaire was revised accordingly before being administered to the target population.

The surveys were administered in person and online in the period from 1 June 2018 to 15 September 2018 (3 ½ months). Since this study aimed to explore non-complaining behaviour of dissatisfied customers in the hotel and restaurant industry, the easiest way to find a target sample was to find guests who stayed in hotels and diners who patronised restaurants. Respondents were thus recruited through surveys distributed in hotels, shopping malls and high streets in popular shopping areas of Kuala Lumpur (Malaysia), London (United Kingdom) and Mumbai (India). These shopping areas have famous hotels, restaurants and cafes that gave access to the target respondents of this study. There were 700 printed copies of self-administrated questionnaires distributed by trained research enumerators (undergraduate students) under the supervision of the researcher. The overall data collection process was managed by the researcher in case respondents had queries or required clarifications. More than 1,000 respondents were asked to participate in this study, but only 70% accepted. On average, respondents took about 20 to 30 minutes for survey completion.

Respondents filled out the questionnaire on site in the presence of the researcher. Respondents were not provided with any incentive to complete the survey.

During the same 3.5-month period, 200 email and text message links were distributed to the researcher's friends and family as well as patrons who had liked the Facebook pages of restaurants or hotels. Two free online survey platforms were used: Google Forms and Online Surveys software. One of the disadvantages of using Google Forms is that respondents were not allowed to pause and resume the questionnaire and had to complete the form all at once. However, Online Surveys allows respondents to pause and resume the questionnaire an unlimited number of times and could be a better choice for future research.

In total, nearly 800 surveys were distributed in-person and online, and 600 questionnaires were returned (75% response rate). To ensure these questionnaires were usable, logical checks, range checks and response set checks were conducted. A total of 45 unusable questionnaires were excluded because of incomplete forms, skipped questions or inappropriate answers (such as circling both choices and circling the same answer for all questions). A total of 555 questionnaires were found to be usable.

#### (v) Data analysis methods

Data analysis in this study followed the guidelines suggested by Bihani and Patil (2014, p.95) and involved the process of 'inspecting, cleaning, transforming, and modelling data with the goal of highlighting useful information, suggesting conclusions, and supporting decision making'. The data collected was input and analysed using SPSS

software. Before using the data for multivariate data analysis, the obtained dataset was first examined with data screening processes to ensure the generalisation of the research results (Raykov and Marcoulides, 2008). Data screening procedures included checking for out-of-range scores, incorrect entries, missing data, errors, and assessments of outliers and data normality.

#### Out of range scores and incorrect entries

The questionnaire responses were set on a 1 to 7 Likert scale in which 1 was strongly disagree and 7 was strongly agree. The data was checked to ensure that all values were within the scale range (i.e., 1 to 7 on the Likert-scale) and there were no incorrect entries in the dataset. The researcher also cross-checked the survey responses and the numbered labels of input data. The results showed that all data values fell within the Likert scale.

#### Missing data

To detect any missing data, the researcher checked that submitted questionnaires were completed correctly and no questions were left unanswered (missing data). After inputting the data into SPSS, frequency statistical analysis was used to screen for missing data. The results reported no missing data (valid N = 555 total sample size).

#### Assessment of Outliers and Normality

The next step in the data screening was the assessment and treatment of outliers. Outliers are observations with a unique combination of characteristics that are different from other observations in the sample and which may affect the analysis results (Hair *et al.*, 2010). One way to prevent outliers from being displayed in the dataset is to

check survey responses before entering the data into SPSS. In this way, the researcher ensured that no repetitive patterns appeared in the dataset. Moreover, outliers were identified using a univariate detection approach by generating boxplots to examine the distribution of observations for each variable and labelling those cases falling at the outer ranges (high or low) of the distribution as outliers (Hair *et al.*, 2010). The results showed that the dataset had no repetitive patterns and no errors.

### Treatment of Normality

Finally, an assessment of the normality of the dataset was conducted to ensure that the sample data was drawn from a normally distributed population. Normality refers to the shape of the data distribution of a single metric variable (a bell-shaped curve) as corresponds to normal distribution (Hair *et al.*, 2010). For normality, data deviation should be within the boundaries indicates by the values of skewness and kurtosis. Data is considered to be normal if skewness is between -2 and +2 and kurtosis is between -7 and +7. The data was normally distributed based on the skewness and kurtosis values. The skewness values were between -1.64 and 0.342 (the normal range is between -2 to +2), and the kurtosis values were between -0.475 and 3.885 (the normal range is between -7 and +7); thus, no abnormalities were found (see Appendix 3).

With all the correct indicators, the dataset was suitable for descriptive and statistical analysis. Descriptive analysis is used to describe, display and summarise data in a meaningful and presentable manner (Saunders *et al.*, 2016). In this study, descriptive analysis was used to generate information about the demographic characteristics of respondents. Percentages were calculated for the demographic information to reveal

important insights into the age groups, genders, occupations and education levels of non-complainers. A demographic information of the respondents is available in Appendix 8.

Descriptive analysis is also used to describe the basic characteristics of data using central tendencies (mean and median) and measures of dispersion (standard deviation). The mean, median and standard deviation for each variable was generated to determine the level of agreement and disagreement with the constructs stated in the questionnaire.

The next analysis involved structural equation modelling (SEM) to measure the casual relationship among the variables (Saunders *et al.*, 2016). This technique is widely used in behavioural science for consumer behaviour like CCB to examine relationships among the constructs (Choraria, 2013; Sharma *et al.*, 2010; Hansen *et al.*, 2011). Structural equation modelling is 'a family of statistical models that seek to explain their relationships among multiple variables' (Hair *et al.*, 2010, p.634). Kline (2016) underlined that SEM is not a single statistical technique but rather a family of related procedures such as factor analysis, correlation analysis and regression analysis. Factor analysis explores the structure of the relationships between items within a large group of variables. Correlation analysis explores the association of strength and direction between two variables (O'Gorman and MacIntosh, 2015). Regression analysis predicts the effect of independent variables on a single dependent variable. The interrelationships between constructs (the dependant and independent variables) are expressed in a series of equations, similar to a series of multiple regression equations (Hair *et al.*, 2010). The software of AMOS (analysis of moment structures)

versions 25 and 26 was used to establish the measurement model and analyse the relationships between constructs. The procedures adopted in this study followed the AMOS-SEM guidelines provided by Hair, et al. (2010) and Hair, da Silva Gabriel and Patel (2014).

In this study, AMOS was used instead of partial least squares (PLS) because it is an effective covariance-based SEM that confirms the theory by testing the causal relationship between variables using a large sample size. Compared to AMOS, PLS is a more variance-based method which is often used to 'predict' a theory using a small sample size (O'Gorman and MacIntosh, 2015). Due to the large amount of data (555 surveys), it was decided that SEM based on covariance (AMOS-SEM) was more suitable for this study.

Structural equation modelling can be divided into two parts: the measurement model and the structural model. The measurement model relates measured variables to latent variables to ensure that the items in the variable are valid and reliable before proceeding with the path analysis. The measurement model is also used to check reliability and validity among items and constructs through two statistical estimation techniques: exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). The EFA is applied to examine the factor structure and how the variables relate and to group the factors based on correlation coefficients. The CFA is applied to examine the relationships among the variables (Brown, 2006; Harrington, 2009).

The EFA involves the procedures for checking measurement items and variables according to their reliability, sampling adequacy, factor structure, convergent validity and discriminant validity. First, reliability tests were conducted to ensure the reliability of the measured items in the variables. Once the reliability of the variables was determined, the dataset was processed using varimax rotation factor analysis and extracted through maximum likelihood estimation.

The dataset was then assessed with the Kaiser-Meyer-Olkin test (KMO) and Bartlett's test of sphericity (BTS). The KMO helps to indicate the data's suitability for factor analysis. The KMO ranges from 0 to 1 (.80 and above = meritorious; .70 to .79 = middling; .60 to .69 = mediocre; Hair *et al.*, 2010). The BTS examines the whole correlation matrix and tests for 'the presence of correlations among the variables' (Hair *et al.*, 2006, p. 114). The BTS should be below 0.05 to indicate the significance of the dataset. The pattern matrix was generated through the EFA to examine discriminant validity, or the extent to which factors are distinct and uncorrelated. Specifically, EFA is used to examine whether all items can be grouped within the eight variables (e.g., situational factors, service provider and marketplace-related factors, perceived control of complaining circumstances, intention not to complain, attitude against complaining, social group pressure, actual control of complaining circumstances and non-complaining behaviour). The factor loadings of the items should be higher than 0.5 to be deemed valid and to be included within the factors extracted (Hair *et al.*, 2006).

Next, CFA was used to evaluate the relationships among the variables in the measurement model using IBM AMOS software. The proposed model was examined by the model fit indices, or the degree to which the model fit the data. The model fit



indices must support a model's reliability. According to Hu and Bentler (1995) and Hooper, Coughlan and Mullen (2008), the various fit indices used to assess model fit may include:

- i. Minimum discrepancy per degree of freedom (CMIN/DF): CMIN/DF < 2 is good and 2–5 acceptable.
- ii. Goodness-of-fit index (GFI): GFI > 0.90 is good and > 0.80 acceptable
- iii. Normed fit index (NFI > 0.90)
- iv. Comparative fit index (CFI > 0.90)
- v. Root mean square error of approximation (RMSEA < 0.10)

These measures provide the most fundamental indication of how well the proposed model fits the data.

With good indicators for model fit, the proposed model can then be checked for convergent validity, discriminant validity and reliability through factor loading (standardised estimates), Cronbach's alpha, composite reliability (CR) and average variance extracted (AVE) to ensure validity and reliability before causal testing of the relationships between variables. Factor loading (standardised estimates) should be above the recommended level of 0.6 (Chin and Newsted, 1997) to ensure the validity of the variables. The reliability of the variables can be assessed by Cronbach's alpha values. These value ranged from 0.906 to 0.993, meeting the cut-off value of 0.7 (Nunnally, 1967) and indicating reliability. Convergent validity can be assessed by examining the values for CR and the AVE. Composite reliability represents the consistency of the constructs (variables), while AVE measures the amount of variance attributed to the variable relative to the amount of variance due to measurement error.

The CR should be 0.6 or higher (Bagozzi and Yi, 1988), and the AVE of each variable should reach 0.5 (Fornell and Larcker, 1981).

Based on all these indicators, the researcher then conducted hypothesis testing. The structural model was built based on the proposed conceptual model and consists of two sets of variables, exogenous and endogenous. An exogenous variable is a variable that is not affected by other variables, while an endogenous variable is determined by other variables in the testing model. The proposed structural model consists of five exogenous variables: (1) attitude against complaining, (2) social group pressure, (3) situational factors, (4) service provider and marketplace-related factors and (5) actual control of complaining circumstances. Meanwhile, three endogenous variables are included in the proposed structural model: (1) perceived control of complaining circumstances, (2) intention not to complain and (3) non-complaining behaviour.

There were 10 hypotheses in this study. To determine whether these hypotheses were supported, the significance of the parameter estimates was evaluated through standardised regression estimates and critical ratio. Critical ratio is the parameter estimate divided by an estimate of standard error. According to Hair *et al.* (2010), the critical ratio test statistic should be greater than 1.96 for a null hypothesis to be rejected (meaning that the structural coefficient is not zero). Statistical significance is achieved at a significance level of 0.05 ( $p < 0.05$ ).

#### (vi) Validity, reliability and credibility

Given the post-positivist ontological and epistemological orientation of the study, this study values the trustworthiness of the quantitative research. Therefore, the validity, reliability and credibility of the quantitative research were checked from the construction of the questionnaire to the end of the data analysis. Although the concepts of validity, reliability and credibility are closely related, measuring instruments are distinctive and follow their own procedures.

#### Validity Concerns

Quantitative validity refers to the appropriateness of the measures used, the accuracy of the results analysis and the generality of the findings of the given measuring instrument (Saunders *et al.*, 2016). In this study, the questionnaire method was used to collect data. To ensure the validity of the questionnaire, content validity and construct validity procedures were performed.

Content validity is defined as 'the degree to which elements of an assessment instrument are relevant to a representative of the targeted construct for a particular assessment purpose (Haynes *et al.*, 1995, p. 238). The questionnaire was checked with the help of five hospitality scholars. They were asked to provide face-to-face feedback on the questionnaire regarding the structure and language of the constructs, the clarity of the instructions, and so on to ensure that the measurements were clear and to identify any problems. The sentence structures and terminology were changed before the pre-test and pilot test began. Before collecting data from a large number of target respondents, pre-test and pilot tests ensured that the questionnaire was easy to understand.

Construct validity is also an important criterion of measurement validity. Construct validity refers to the 'extent to which a set of measured variables actually represent the theoretical latent construct they are designed to measure' (Hair *et al.*, 2006, p. 707). Construct validity can be measured in terms of convergent validity and discriminant validity. The following procedures were used to measure the convergent and discriminant validity of this study.

- a. Convergent validity refers to the degree of correlation between different constructs should be highly correlated in the same model (Cohen and Swerdlik, 2005; Gregory, 2007). In convergent validity, AVE values must be less than the CR, and each AVE value must be greater than 0.5 (Fornell and Larcker, 1981). Table 4.8 shows that the CR of all constructs was greater than 0.70 and AVE exceeded 0.50, demonstrating very good construct reliability and convergent validity, respectively.
- b. Discriminant validity is the degree to which the different constructs are distinct (Cohen and Swerdlik, 2005). To determine discriminant validity, the Maximum Shared Squared Variance (MSV) value must be less than the AVE value ( $MSV < AVE$ ) (Hair *et al.*, 2010). Table 4.8 shows that the MSV was less than AVE, indicating very good construct discriminant validity.

### Reliability Concerns

Reliability relates to the consistency of a measure (Saunders *et al.*, 2016). Composite reliability is a measure of internal consistency in scale items, much like Cronbach's alpha. The suggested threshold is a CR greater than 0.7 (Hair *et al.*, 2010). Table 4.8 indicates that the CR loadings for all measuring items were more than 0.7, which indicates that the items are statistically reliable.

### Credibility Concerns

The credibility of the study was ensured through the sequential mixed method research method. Through the use of quantitative and qualitative research in this study, credible inferences and conclusions are based on a mixed method design, which is more credible than a single method study. In addition, sampling techniques have further enhanced the credibility of this study. One common error that often occurs when using surveys as a tool to collect data is random error (Litwin, 1995). Litwin, (1995) suggested that increasing sample size for a more representative sample can lower the chances of random error. The minimum necessary sample size for this study is 384 respondents in order to meet the confidence level of 95% and a margin of error of 5% (Krejcie and Morgan, 1970). This study completed 555 surveys, exceeding the expected 384 surveys, in which large size sample size can help to generate credible research results to enhance the credibility of the study.

### **3.5.2 Stage Two: Qualitative Study**

Following the quantitative stage, a qualitative study was conducted to collect qualitative data. This study aimed to identify how and to what extent the identified factors influence non-complaining intention and behaviour of dissatisfied customers and to discover the reasons participants chose not to complain. The nature of the research is explanatory, and the researcher emphasised 'explanation' to unveil and approximate the 'truth' by observing reliable patterns of social behaviour (Gamlen and McIntyre, 2018). The following section discusses the qualitative data collection methods, instrument development, sampling methods, sampling techniques, data collection methods and data analysis methods.

*(i) Data collection methods and instrument development*

When a research design involves analysis of people's perceptions and experiences (Yin, 2018), interviews are a particularly effective method of data collection. Based on the research question, an in-depth semi-structured interview was selected to provide a deeper understanding of how, why, and in what context non-complaining behaviour occurs (Saunders *et al.*, 2016). Instead of using a structured interview, or a predetermined and standardised set of questions, this study used a list of structured and open-ended questions (Saunders *et al.*, 2016). Similar open-ended questions were given to each respondent, but the order and structure were different depending on how the conversation proceeded. The questions in the follow-up interviews were tailored to address specific issues and aimed to collect more detail about the reasons dissatisfied customers did not complain. A more comprehensive description of the interview questions is provided in Appendix 4.

*(ii) Sampling methods and techniques*

For the first part of the data collection, 555 valid responses were successfully collected through self-administrated surveys from non-complainers. A total of 102 out of 555 respondents agreed to participate in the second phase of follow-up interviews. Only 20 respondents were randomly selected to proceed with the follow-up interviews.

Choosing the appropriate sample size for qualitative research has been a subject of longstanding debate (Vasileiou, Barnett and Thorpe, 2018; Guest, Bunce and Johnson, 2006). Sandelowski (1995) recommended that qualitative sample sizes are large enough to allow the unfolding of a 'new and richly textured understanding' of the

phenomenon under study but small enough that the 'deep, case-oriented analysis' (p. 183) of qualitative data is not precluded. It was also previously noted that at least 12 samples are required for qualitative research to achieve data saturation with a homogenous group (Clarke and Braun, 2013; Guest, Bunce and Johnson, 2006). Saturation occurs when enough qualitative data has been collected that new data generates redundant information (Patton, 2014). In this study, saturation began when the sample reached 18; hence, the researchers decided to stop at 20 samples. These interviews helped researchers stay in close contact with respondents and improved the effectiveness of the data collected through in-depth exploration of the non-complaining behaviour of dissatisfied customers and their future complaining intentions (Crouch and McKenzie, 2006).

### *(iii) Data collection methods and process*

Similar to the technique used for survey data collection, CIT was employed in the interviews. The purpose of the interview was to allow non-complainers to recall and describe their negative service experience. The 20 interviews were conducted from May 2019 to July 2019 through telephone or video conferencing. Some interviews were conducted in the native language (e.g., Cantonese and Mandarin) of the interviewees. Most of the interview audios were recorded. To protect the anonymity of interviewees, some interviews were recorded by taking notes. On average, the interviews ranged from 30 to 45 minutes.

Before starting each interview, the researcher first introduced the study and the purpose of the interview. Permission to record the interview was requested and granted before starting the interview. To better understand respondents' negative

service experiences and their level of dissatisfaction, the researcher used the CIT to guide respondents in recalling their most critical negative service experience within the previous three months.

An interview outline was constructed and used as a guide during the interview to seek direct answers to the research questions. In addition, it was used as a guide for 'probe' answers through which the researcher could ask respondents to explain or build upon their remarks (see Appendix 4). Using the same set of questions for all respondents allowed for future cross-references between factors and their relative importance in influencing CNCB to understand why there are differences. Cross-referencing is important for post-positivist studies with a mixed methods approach that aim to understand the meanings that respondents ascribe to various phenomena (Saunders *et al.*, 2016).

#### *(iv) Data coding and analysis methods*

All interview recordings were transcribed before the data analysis process. In this study, notes were taken at the time of the interview and audio recorded. The researchers translated Cantonese and Mandarin interviews into English. To maintain anonymity, each respondent was assigned a number for analysis (P1, P2, P3, P4, etc.). As this study employed semi-structured interviews, there were nearly 35 pages of total interview transcripts. A sample of transcripts is provided in Appendix 5. The initial transcripts were then checked against the audio recordings to ensure accuracy and to correct any missing information.



A template analysis technique (King, 1998, 2012) was employed because it is more conducive to the sequential mixed methods design. Template analysis is a form of thematic analysis which stresses the use of hierarchical coding through the development of a coding template wherein a priori codes are predetermined but can be revised and refined to produce an interpretation of the texts of the transcripts (Brooks *et al.*, 2015). Unlike other thematic approaches to data coding, template analysis encourages the researcher to develop themes more comprehensively in relation to the research questions (King, 1998, 2012). Given the advantages of template analysis, the researcher was able to code and categorise data more systematically to answer the research question. This study followed Brooks and King's (2014) three-stage of template data analysis process.

#### Step 1: A preliminary coding and initial template

Using the template approach, interview notes and scripts were transcribed, and organised into the coding template (King, 2012). The initial coding template was developed based on the factors influencing CNCB as identified in the literature review and was used in the survey data collection. Codes in the initial template were defined a priori (King, 1998) on the basis of past studies and were open to revision. The analysis was firmly based on the participants' own perceptions, attitudes and behaviours, as per the post-positivist stance. The initial template consisted of six a priori themes, including 'attitude against complaining', 'social group pressure', 'perceived control of complaining circumstances', 'situational factors', 'service provider and marketplace-related factors' and 'actual control of complaining circumstances'. A comprehensive lists of themes and codes used is presented in Appendix 6.

### Step 2: Developing and finalising the template

The coding template generated became a very useful reference tool to assist with coding, and all transcripts were coded. New codes that emerged were added to the coding template.

### Step 3: Template analysis – final template and writing up

Consistent with the general method of analysing qualitative data, the initial analysis process involved categorising the data and coding it to identify themes, patterns and relationships (Miles and Huberman, 1994; Saunders *et al.*, 2016). The researcher examined patterns across the dataset and identified and prioritised themes with the most responses related to the research questions. Finally, the researcher contemplated the meaning of the analysed data and assessed implications for the research questions to draw conclusions (Miles and Huberman, 1994).

### *(v) Trustworthiness*

Lincoln and Guba (1985) established the premise of trustworthiness for qualitative researchers. They refined the concept of trustworthiness in qualitative studies by introducing credibility, transferability, dependability and confirmability, as opposed to the traditional quantitative assessment criteria of validity and reliability. Although the replicability of the study cannot be guaranteed, much effort was put into the initial planning stage to ensure the reliability and validity of the study and the proposed methodological approach.

Credibility focuses on building trust and confidence to ensure the acceptability of research findings. The credibility of the study was ensured first through a careful research design using the sequential mixed methods approach. While the use of the

survey as a data collection method suffers from certain methodological shortcomings (e.g., limited depth of responses and answers which scale towards researcher bias), semi-structured interviews were also conducted to combat the drawbacks of the survey. Moreover, to ensure that the interviewees were credible and 'non-complaining dissatisfied customers', they were selected from survey respondents who agreed to participate in follow-up interviews to gain more detail about their reasons for not complaining. The criteria for target sample selection were clear and relevant to the study to avoid any possible bias.

Merriam (1998) wrote that external validity is related to the degree to which the findings of one study can be applied to other situations or studies. Given the paucity of non-complaining behaviour in the CCB literature, this study makes a distinctive contribution by empirical testing the extended RAA model with inclusion of additional factors identified in the literature. The findings from this study can serve as a foundation for future research on CNCB. Furthermore, significant factors influencing non-complaining intentions and behaviour can be replicated and used in similar research on CNCB. Since the study was designed to solicit the non-complaining behaviour of dissatisfied customers, the likelihood that the resulting findings will hold across multiple contexts and settings is increased.

Dependability is a strategy that ensures that a study is reproducible and sufficient as a basis for future research. To ensure that this study is dependable, the methodology was reported in detail and appropriate research practices were followed so that future researchers can adopt similar methods and obtain the same results.

Finally, confirmability ensures that researchers do not manipulate the research process or findings (Lincoln and Guba, 1985). The researcher ensured that findings are the result of informants' experiences and ideas rather than the characteristics and preferences of the researcher.

### **3.6 Research Ethics**

Ethical issues in research must be managed throughout the research process (Creswell and Creswell, 2017). The researcher in this study was careful to ensure that the study was conducted in an ethical manner in accordance with the University of West London's Code of Practice. Prior to the data collection, an ethical approval checklist was completed and approved by the University's Research Ethics Committee. A copy of the ethical approval form is attached in Appendix 7.

To achieve the purpose of this study, the researcher reviewed relevant CCB literature to understand why some dissatisfied customers do not complain about negative service experiences and how they reach their decision not to complain. Additionally, academic and practitioner literature was reviewed to identify the factors that determine non-complaining intention and behaviour among dissatisfied customers. Hence, the researcher took extra care when selecting and reviewing literature. A PIS and consent form (Appendix 2) were provided to the respondents. Before conducting the survey and interviews, the researcher first disclosed the purpose of the study and answered any questions. Respondents were also told that they had the right to withdraw at any time. Respondents' identities remained anonymous to protect the confidentiality of

their answers. Finally, the researcher ensured that any sensitive or potentially harmful information about participants or the hospitality businesses would not be disclosed.

### **3.7 Limitations of the Study and Critical Reflections**

Despite the many efforts made to ensure the robustness of this study, there are a few limitations that must be acknowledged.

One methodological limitation in this study is related to the CIT technique used to collect qualitative and quantitative data. One of the weaknesses of this approach is the use of self-reported facts from respondents, which may lead to bias. Additionally, CIT can produce undesirable memory lapses. Respondents were asked to remember incidents that occurred within the previous three months and to identify the most unforgettable negative incident as well as their reasons for not complaining, but people may have forgotten the details of the incident, harming the accuracy of the data collected.

Another limitation of the study is related to the sample and regards the nature of the countries in which the data was collected. Data collection was conducted in three different countries: Malaysia, India and the United Kingdom. The findings reveal the non-complaining intention and behaviour of dissatisfied customers mainly from these three countries and might not be generalisable to other countries as cultures differ and industries might face different challenges.

Last but not least, this study did not test the complete reasoned action model. Since the model has a large number of variables such as background factors and belief-constructs (e.g., behavioural beliefs, normative beliefs and control beliefs), testing all the relationships between them in the model is beyond the scope of this research project. A general point of the RAA theory is that indirect variables such as background factors and beliefs have an indirect effect on the intention to engage in a behaviour but may not have direct effect on the actual behaviour. Since the effects of these indirect variables have a minimal or no effect on the behaviour, and the operationalisation of these variables in the extended RAA model requires more time and effort to analyse the data, they were excluded from this study. This study followed the general insight of the RAA theory that background factors and beliefs have an indirect effect on the intention to engage in a behaviour, and not measuring them is not a major threat in this study.

### **3.8 Summary of the Chapter**

In this study, the research questions required both the identification of factors that influence non-complaining intention and behaviour through an extended model of the RAA and a more in-depth understanding of how these factors influence non-complaining intention and behaviour. Therefore, the research paradigm of this study focused on post-positivist ontological and epistemological viewpoints and used an explanatory mixed methods design to explore non-complaining behaviour. Simply put, the researcher believes that a truth exists, that is, there are various factors affecting the non-complaining intention and behaviour of dissatisfied customers, but it can only be approximated as 'truth' by observing reliable social behaviour patterns. This study collected quantitative data in the first stage to examine and predict the correlations between factors affecting non-complaining behaviour. Hypothesis testing was completed based on an extended RAA model. The qualitative stage was then carried out to further explain why and how non-complaining behaviour occurs. Given its post-positivist ontological and epistemological orientation, this study performed the quantitative study to obtain valid, credible and reliable results and the qualitative study for credible, transferable, dependable, confirmable and trustworthy results. Although there are number of limitations to the study, the overall aims and objectives were successfully achieved, and ethical considerations were addressed. The next chapter presents the detailed quantitative results of the first stage of the study.

## **CHAPTER 4: STAGE ONE- QUANTITATIVE RESULTS**

### **4.1 Introduction**

This chapter presents the results of the first stage, the questionnaire. This stage aimed to empirically test the extended RAA model and hypotheses to reveal any significant correlations between the factors that influence non-complaining intention and behaviour. Specifically, the quantitative results help to answer the key research questions, such as the effectiveness of the extended RAA model in examining the factors that influence non-complaining intention and behaviour, and what and which factors are more important in determining the non-complaining behaviour of dissatisfied customers.

This chapter starts with the respondents' demographic information. It then presents the results of descriptive analysis before moving to the principal data analysis (i.e., structural equation modelling results). The chapter ends with a summary of the key findings from the quantitative results.



## 4.2 Demographic Information

Following the data cleaning, 555 valid questionnaires were used for further data analysis. The demographic composition of the respondents is presented in Table 4.1. Although these demographic data were not used in the main statistical analysis, the demographics of the sample revealed important insights into the nationality, age group, gender, occupation and education level of non-complainers. A more comprehensive demographic information of the respondents is presented in Appendix 8.

**Table 4. 1: Demographic characteristics of the non-complainers**

Nationality:	Malaysia	India	China	Indonesia	Pakistan
	211	192	58	23	14
	38.00%	34.60%	10.50%	4.10%	2.50%
	South Korea	Japan	Vietnam	Singapore	Others:
	13	9	7	6	22
	2.30%	1.60%	1.30%	1.10%	4.0%
Gender:	Male	Female			
	283	272			
	51.00%	49.00%			
Age group:	21-30 years old	31-40 years old	41-50 years old	51 years old and above	20 years old or below
	203	166	87	79	20
	36.6%	29.9%	15.7%	14.2%	3.6%
Occupation:	Employed	Student/unemployed	Self-employed	Retired	
	322	99	87	47	
	58.0%	17.8%	15.7%	8.5%	
Highest education:	Under-graduate	High school or below	Postgraduate		
	276	247	32		
	49.7%	44.5%	5.8%		

\* Others: Iran (5), Taiwan (4), Thailand (4), Bangladesh (3), Nepal (2), Sri Lanka (2), Philippines (1) and Saudi Arabia (1)

### 4.3 Negative Service Experience Encountered

Using a critical incident technique, survey respondents were first asked to recall one specific negative service experience in which they did not complain directly to the service provider. Specifically, respondents were asked to inform the researcher of the type of hospitality establishment, the form of negative service experience and the person accompanied him or her when the incident happened. Table 4.2 presents the results for negative service experience encountered by the respondents.

**Table 4. 2: Type of Negative Service Experience**

Type of hospitality establishment:	Restaurant	Hotel			
	326	229			
	58.7%	41.3%			
Type of negative service experience encountered:	F&B	Accommodation/ Room	Staff	Other	
	319	127	106	3	
	57.5%	22.9%	19.1%	0.5%	
The person(s) accompanied you when you had this negative service experience	My parents/ family members	None	My spouse/ partner	My close friends	My boss/ colleagues/ clients
	202	135	102	89	27
	36.4%	24.3%	18.4%	16.0%	4.9%

#### **4.4 Descriptive Analysis**

The mean and median were used to measure central tendency, and the standard deviation was used to determine how spread out the data are from the mean. All variables were measured with a 7-point Likert scale. As shown in Table 4.3, the result shows that the mean of the variables is between 3.9 (neither agree or disagree) to 6.0 (agree) and the median is 5. The mean and median are positively skewed to the 'agree' direction, which explains the respondents' agreement on the variables. For standard deviation, the lowest standard deviation is the variable of 'service provider and marketplace-related factors' (1.052) while the highest standard deviation is the variable of 'intention not to complain' (1.862). The smaller the value of the standard deviation, the closer the data to the mean. In this case, the 'service provider and marketplace-related factors' variable has a higher degree of consistency among respondents than the 'intention for non-complaining' variable, thus giving the precision of those variables. A more detailed descriptive analysis results for the measurement items is presented in Appendix 9.

**Table 4. 3: Descriptive Statistics for the Variables Measured**

No.	Variables	Mean	Median	Std. Dev.
1	Attitude against complaining	4.3	5	1.515
2	Social group pressure	5.3	5	1.441
3	Perceived control of complaining circumstances	6.0	6	1.071
4	Intention not to complain	4.1	5	1.862
5	Situational Factors	4.9	5	1.472
6	Service Provider and Marketplace-related Factors	5.9	6	1.052
7	The actual control of complaining circumstances	3.9	4	1.711
8	Non-Complaining Behaviour	5.1	5	1.442

*Note: 1- strongly disagree; 2- disagree; 3- slightly disagree; 4- neither agree nor disagree; 5- slightly agree; 6-agree; 7- strongly agree*

## **4.5 SEM Estimate Results**

Following the guidelines of Anderson and Ginberg (1988), this study used SEM as a multivariate statistical analysis technique to analyse structural relationships between the variables using two-step approach: (a) measurement model, and (b) structural model.

### **4.5.1 Results of the measurement model**

Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) were performed to determine the correlation among the variables in the dataset. EFA was first used to examine the factor structure to confirm the groupings of measurement items. Then, CFA was used to evaluate the relationships between the variables in the proposed model.

#### *Exploratory Factor Analysis*

Using IBM SPSS software, a preliminary reliability test was conducted. Cronbach's alpha coefficient was used to assess the degree of consistency between the multiple measurement items in the variables. The results indicated that one of the items (RF4A-my shortage of time prevented me from complaining) in the 'actual control of complaining circumstances' should be deleted because it has a low factor loading. After deleting the problematic item, EFA was conducted again. This time, the Cronbach's alpha loading for the scale increase from 0.897 to 0.924 (see Appendix 10), indicated acceptable internal consistency across the items in the construct (Litwin, 1995). Cronbach's Alpha for each construct should indicate 0.7 and above to ensure the reliability among measurable items of each variable (Hair *et al.*, 2010). Overall, the Cronbach's alpha values ranged from 0.906 to 0.993, indicated adequate internal

consistency of multiple indicators for each construct in the model (composite reliabilities. .7; Hair *et al.*, 2010). The variables were then restructured and presented as shown in Table 4.4.

**Table 4. 4: Variables Retained and Reliability Tests**

	<b>Variables</b>	<b>No. of items</b>	<b>No. of Items deleted</b>	<b>No. of Items retained</b>	<b>Item Variables (retained)</b>	<b>Cronbach's Alpha</b>
1	Attitude against complaining (AAC)	3	0	3	DA1A, DA2A, DA3A	0.961
2	Social group pressure (SGP)	3	0	3	DPN1A, DPN2A, DPN3A	0.953
3	Perceived control of complaining circumstances (PCOCC)	3	0	3	DPC1A, DPC2A, DPC3A	0.974
4	Intention not to complain (INTEN)	3	0	3	BI1A, BI2A, BI3A	0.965
6	Non-Complaining Behaviour (NCB)	2	0	2	ANB1A, ANB2A	0.993
6	Situational factors (SIT)	6	0	6	SI1A, SI2A, SI3A, SI4A, SI5A, SI6A	0.931
7	Service provider and marketplace-related factors (SER)	5	0	5	SM1A, SM2A, SM3A, SM4A, SM5A	0.906
8	Actual control of complaining circumstances (ACOCC)	4	1	3	RF1, RF2, RF3	0.924

Next, the dataset was processed under the varimax rotation factor analysis and extracted through maximum likelihood estimation. The dataset was initially assessed with Kaiser-Meyer-Olkin (KMO) to determine the sampling adequacy of data that used for EFA (see Appendix 11). The result for KMO was 0.838 indicated the sampling size is adequate for the factor analysis (*KMO values from 0.8 and 1 is adequate*). Meanwhile, the result from Bartlett's Test of Sphericity shows the value of .000, which indicates significant ( $p < 0.05$  is significant), and therefore, the sampling adequacy of data is adequate and significant.

As shown in Table 4.5, the pattern matrix was used to examine whether all the items would group into eight variables. A total of eight factors were extracted and grouped accordingly, indicating that these measurement items are consistent and grouped under a construct. The factor loadings of these 28 measurement items range from 0.773 to 0.999, which are valid and are retained for further analysis (please refer to Appendix 12). The results are explained as follows:

- Items such as SI1A (0.825), SI2A (0.833), SI3A (0.808), SI4A (0.862), SI5A (0.872) and SI6A (0.801) were loaded together with positive loadings on factor 1, so this factor describes situational factors.
- Items such as SM1A (0.697), SM2A (0.838), SM3A (0.866), SM4A (0.891) and SM5A (0.773) were loaded together with positive loadings on factor 2, so this factor describes service provider and marketplace-related factors.
- Items such as DPC1A (0.957), DPC2A (0.972) and DPC3A (0.957) were loaded together with positive loadings on factor 3, so this factor describes perceived control of complaining circumstances.

- Items such as BI1A (0.950), BI2A (0.975) and BI3A (0.930) were loaded together with positive loadings on factor 4, so this factor describes intention not to complain.
- Items such as DA1A (0.899), DA2A (0.961) and DA3A (0.969) were loaded together with positive loadings on factor 5, so this factor describes attitude against complaining.
- Items such as DPN1A (0.887), DPN2A (0.986) and DPN3A (0.928) were loaded together with positive loadings on factor 6, so this factor describes social group pressure.
- Items such as RF1A (0.926), RF2A (0.926) and RF3A (0.826) were loaded together with positive loadings on factor 7, so this factor describes actual control of complaining circumstances.
- Items such as ANB1A (0.999) and ANB2A (0.986) were loaded together with positive loadings on factor 8, so this factor describes non-complaining behaviour.

**Table 4. 5: Pattern Matrix**

Pattern Matrix <sup>a</sup>								
	Factor							
	1	2	3	4	5	6	7	8
DA1A					.899			
DA2A					.961			
DA3A					.969			
DPN1A						.887		
DPN2A						.986		
DPN3A						.928		
DPC1A			.957					
DPC2A			.972					
DPC3A			.957					
BI1A				.950				
BI2A				.975				
BI3A				.930				
ANB1A								.999
ANB2A								.986
SI1A	.825							
SI2A	.833							
SI3A	.808							
SI4A	.862							
SI5A	.872							
SI6A	.801							
SM1A		.697						
SM2A		.838						
SM3A		.866						
SM4A		.891						
SM5A		.773						
RF1A							.926	
RF2A							.926	
RF3A							.826	
Extraction Method: Maximum Likelihood.								
Rotation Method: Promax with Kaiser Normalization.								
a. Rotation converged in 6 iterations.								



In addition, discriminant validity was used to assess the extent to which factors are distinct and uncorrelated. The correlations between variables should not exceed 0.7 so that the variable can be measured independently without discriminant validity problems. As shown in Table 4.6, the results show that variables 1 to 8 are distinct and have low factor loadings below 0.7. This indicates that none of the variable is highly correlated with any other variable, and there is no discriminant validity problem among the variables. With all the preliminary EFA analysis, a total of 28 items were classified into 8 variables, were found to be reliable and valid for further analysis using CFA.

**Table 4. 6: Factor Correlation Matrix**

<b>Factor Correlation Matrix</b>								
	1	2	3	4	5	6	7	8
1	1.000	-.079	-.072	.354	.291	.179	.401	.277
2	-.079	1.000	.219	.011	.067	.113	-.033	-.038
3	-.072	.219	1.000	.074	-.028	.039	-.135	.018
4	.354	.011	.074	1.000	.264	.184	.305	.240
5	.291	.067	-.028	.264	1.000	.372	.341	.112
6	.179	.113	.039	.184	.372	1.000	.198	.137
7	.401	-.033	-.135	.305	.341	.198	1.000	.322
8	.277	-.038	.018	.240	.112	.137	.322	1.000
Extraction Method: Maximum Likelihood.								
Rotation Method: Promax with Kaiser Normalization.								

*Note: 1- situational factors; 2- service provider and marketplace-related factors; 3- perceived control of complaining circumstances; 4- intention not to complain; 5- attitude against complaining; 6- social group pressure; 7- actual control of complaining circumstances; 8- non-complaining behaviour.*

### Confirmatory Factor Analysis (CFA)

This study established a measurement model using IBM AMOS software. The next process was to use CFA with a maximum likelihood estimation to identify the relationships between the variables and to ensure their reliability and validity in the proposed model.

Results showed that the goodness-of-fit statistics was satisfactory (CMIN/DF = 2.396 (*good*), GFI = 0.911 (*acceptable*), CFI = 0.973 (*great*), NFI= 0.954 (*good*), RMSEA = 0.05 (*good*) but it can be made better by modifying the indices to improve the correlation between variables in the data set. The indices were modified by covarying error terms that are part of the same factor thus improved the model fit and its predictive ability: CMIN/DF = 2.074 (*good*), GFI = 0.924 (*acceptable*), CFI = 0.979 (*great*), NFI = 0.961 (*good*), RMSEA = 0.044 (*good and better than the previous one*). The overall results of CFA revealed that goodness-of-fit indices of the proposed model is 'good' which implies that the collected data adequately fit the proposed theoretical framework (see Appendix 13 for the Model Fit Summary for Confirmatory Factor Analysis for Measurement Model).

Subsequently, reliability and validity tests were conducted on the proposed model. Table 4.7 presents the results from the CFA including factor loadings (standardized estimates), Cronbach's alpha, Composite Reliability (C.R) and Average Variance Extracted (AVE). First, the results of the factor loading (standardized loading) of all items are between 0.711 to 0.997, which were above the recommended level of 0.6 (Chin and Newsted, 1997). This indicated that these measurement items are valid to use. Also, the results of Cronbach's Alpha for internal consistency reliability indicated

that all the values range from 0.906 to 0.993, exceeded the recommended cut-off value of 0.7 (Nunnally, 1967) and indicated the variables are reliable. Next, the composite reliability (C.R) was tested to check the internal consistency in measurement items, and all the values range from 0.908 to 0.993, exceeded the suggested criterion of 0.6 (Bagozzi and Yi, 1988) and showed the internal consistency of measurement items for each variable. Furthermore, the values of the average variance extracted (AVE) were used to check convergent validity and discriminant validity. The AVE values show between 0.665 to 0.986 also exceeded the recommended criterion of 0.5 (Fornell and Larcker, 1981), which indicated each variable can be measured independently without discriminating another variable.

**Table 4. 7: Standardized Loadings**

Construct and items	Standardized Loading	Cronbach's $\alpha$	C.R.	AVE
Attitude against complaining (AAC)				
DA1A	0.924	0.961	0.962	0.894
DA2A	0.953			
DA3A	0.959			
Social group pressure (SGP)				
DPN1A	0.898	0.953	0.955	0.877
DPN2A	0.977			
DPN3A	0.933			
Perceived control of complaining circumstances (PCOCC)				
DPC1A	0.958	0.974	0.974	0.925
DPC2A	0.968			
DPC3A	0.960			
Intention not to complain (INTEN)				
BI1A	0.949	0.965	0.966	0.954
BI2A	0.977			
BI3A	0.925			
Non-complaining behaviour (NCB)				
ANB1A	0.997	0.993	0.993	0.986
ANB2A	0.989			
Situational factors (SIT)				
SI1A	0.855	0.931	0.932	0.695
SI2A	0.841			
SI3A	0.807			
SI4A	0.867			
SI5A	0.829			
SI6A	0.802			
Service provider and marketplace-related factors (SER)				
SM1A	0.711	0.906	0.908	0.665
SM2A	0.844			
SM3A	0.859			
SM4A	0.869			
SM5A	0.785			
Actual control of complaining circumstances (ACOCC)				
RF1A	0.870	0.924	0.924	0.802
RF2A	0.931			
RF3A	0.885			

In addition, discriminant validity for each variable was obtained by comparing the average variance extracted (AVE) and the maximum shared variance (MSV). As presented in Table 4.8, the results showed that the MSV is smaller than AVE for each variable, which means that there are no discrimination issues between the variables (Fornell and Larcker, 1981). Since this condition is met, it is concluded that the discriminant validity of the variables has also been obtained.

Taken all together, the reliability and validity of the measurement model were strongly supported.

**Table 4. 8: Discriminant Validity Results**

	CR	AVE	MSV	MaxR(H)	1	2	3	4	5	6	7	8
1	0.965	0.903	0.121	0.972	<b>0.950</b>							
2	0.962	0.893	0.141	0.964	0.230	<b>0.945</b>						
3	0.955	0.877	0.141	0.969	0.112	0.375	<b>0.937</b>					
4	0.974	0.926	0.033	0.974	-0.043	0.029	0.062	<b>0.962</b>				
5	0.902	0.650	0.027	0.914	-0.044	0.064	0.104	0.164	<b>0.806</b>			
6	0.924	0.802	0.171	0.929	0.332	0.349	0.195	-0.183	-0.025	<b>0.896</b>		
7	0.993	0.986	0.104	0.995	0.198	0.103	0.128	-0.106	-0.037	0.323	<b>0.993</b>	
8	0.932	0.695	0.171	0.934	0.348	0.292	0.173	-0.082	-0.089	0.414	0.280	<b>0.834</b>

*Notes:*

*CR = Composite Reliability; AVE = Average Variance Extracted; MSV = Maximum Shared Variance; MaxR(H) = McDonald Construct Reliability. Diagonal values (in bold) are variance extracted for each construct and values below the diagonal are the inter-construct correlations. 1- INTEN= Intention not to complain; 2- AAC = Attitude against complaining; 3- SGP= Social group pressure; 4-PCOCC= Perceived control of complaining circumstances; 5- SER = Service provider and marketplace-related factors; 6- ACOCC= Actual control of complaining circumstances; 7- SIT = Situational factors, 8- NCB = non-complaining behaviour.*

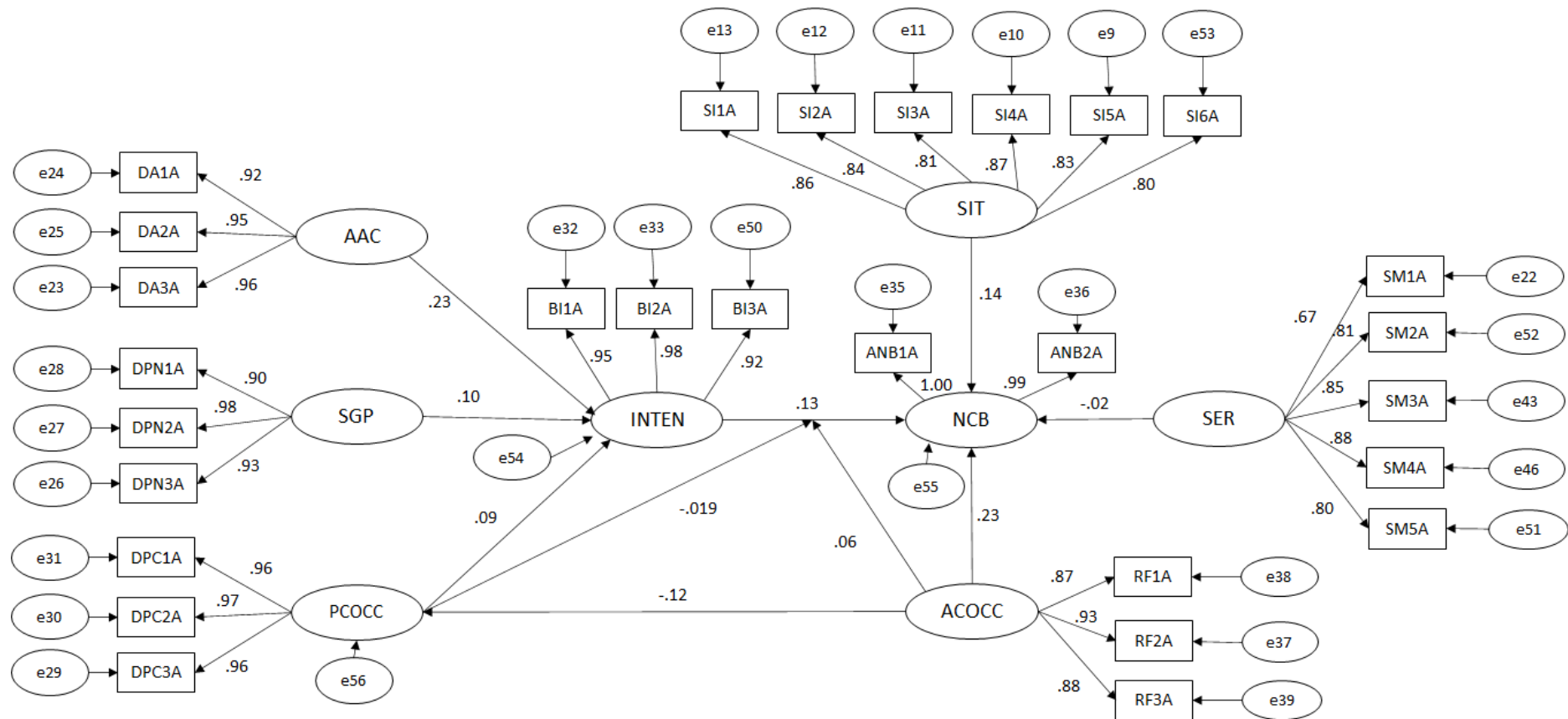
#### **4.5.2 Results of the structural regression model**

After confirming the appropriateness of the measurement model, the structural regression model was examined. Then, the maximum likelihood estimation method is used to verify the proposed theoretical framework and test the hypothetical relationship between the study constructs.

A structural model was built using the measurement model with eight variables which were linked to each other as hypothesised in the proposed research model (as shown in Figure 4.1). To establish congruence with the hypotheses in the proposed model, the exogenous (independent) variables include attitude against complaining (AAC), social group pressure (SGP), actual control of complaining circumstances (ACOCC), situational factors (SIT) and service provider and marketplace-related factors (SER). Also, the endogenous (dependent) variables are PCOCC (perceived control of complaining circumstances), INTEN (Intention not to complain) and NCB (Non-complaining behaviour). The results indicated that the extended RAA model of CNCB comprising eight variables accounted 81.5% of the total variance in non-complaining behaviour (Appendix 14), indicated a strong correlation between the model and actual data (Rosenthal and Rosenthal, 2011). In other words, no further refinement was necessary for these measuring variables.

Results of the structural analysis revealed the model fit the data satisfactorily (CMIN/DF = 2.292; GFI = 0.913; CFI = 0.974; NFI = 0.955; RMSEA = 0.048). Specifically, the CMIN/DF value of the structural model (2.292) fell within a range of acceptable values from 2.00 to 5.00 (Marsh and Hocevar, 1988). Other goodness-of-fit indices (e.g., GFI, CFI and NFI) were also above the suggested cut-off of 0.80 (Bollen and Long, 1993), indicated data is fit and valid to be used in the model. For a summary of the model fit summary for structural model, please see Appendix 15.

**Figure 4. 1: Structural model presented through AMOS**



Note: AAC = Attitude against complaining; AAC= Social group pressure; PCOCC= Perceived control of complaining circumstances; INTEN= Intention not to complain, SIT = Situational factors, SER= Service provider and marketplace-related factors, ACOCC= Actual control of complaining circumstances; NCB = Non-complaining behaviour.

\*\*\* Correlations paths between the exogenous variables are not presented in this diagram



The various causal relationships hypothesised in the study were tested through regression path analysis among the variables. As shown in Table 4.9, there were 10 hypotheses tested in study. Overall results showed that six hypotheses supported (H1, H2, H3, H5, H7 and H9) and four hypotheses (H4, H6, H8 and H10) rejected (see more explanation to these rejections in Section 4.6.4).

**Table 4. 9: Path Relationship among the Constructs**

	<b>Constructs</b>	<b>Standardized Regression</b>	<b>C.R./ t-value</b>	<b>P value</b>	<b>Relationship</b>	<b>Decision</b>
H1	INTEN <--- AAC	0.225	4.906	<0.001***	Positive and Significant	Supported
H2	INTEN <--- SGP	0.096	2.115	.034*	Positive and Significant	Supported
H3	INTEN <--- PCOCC	0.085	2.032	.042*	Positive and Significant	Supported
H4	NCB <-- PCOCC *INTEN	-0.024	-0.561	.575	Negative and insignificant	Rejected
H5	NCB <--- INTEN	0.132	3.235	0.001***	Positive and Significant	Supported
H6	PCOCC <--- ACOCC	-0.122	-2.738	.006**	Negative and Significant	Rejected
H7	NCB <--- ACOCC	0.227	4.874	<0.001***	Positive and Significant	Supported
H8	NCB <-- ACOCC *INTEN	0.059	1.397	0.162	Positive but insignificant	Rejected
H9	NCB <--- SIT	0.140	5.254	0.003**	Positive and Significant	Supported
H10	NCB <--- SER	-0.019	-0.448	0.654	Negative and insignificant	Rejected

*Note: Significance level: \*\*\*  $p < 0.001$ ; \*\*  $p < 0.01$ ; \*  $p < 0.05$ .*

*Critical ratio (C.R.): C.R.,  $> 1.96$  and C.R.  $> -1.96$  and lower = loadings are significant*

*Note: AAC = Attitude against complaining; SGP= Social group pressure; PCOCC= Perceived control of complaining circumstances; INTEN= Intention not to complain, NCB = Non-complaining behaviour, SIT = Situational factors, SER = Service provider and marketplace-related factors, ACOCC= Actual control of complaining circumstances.*

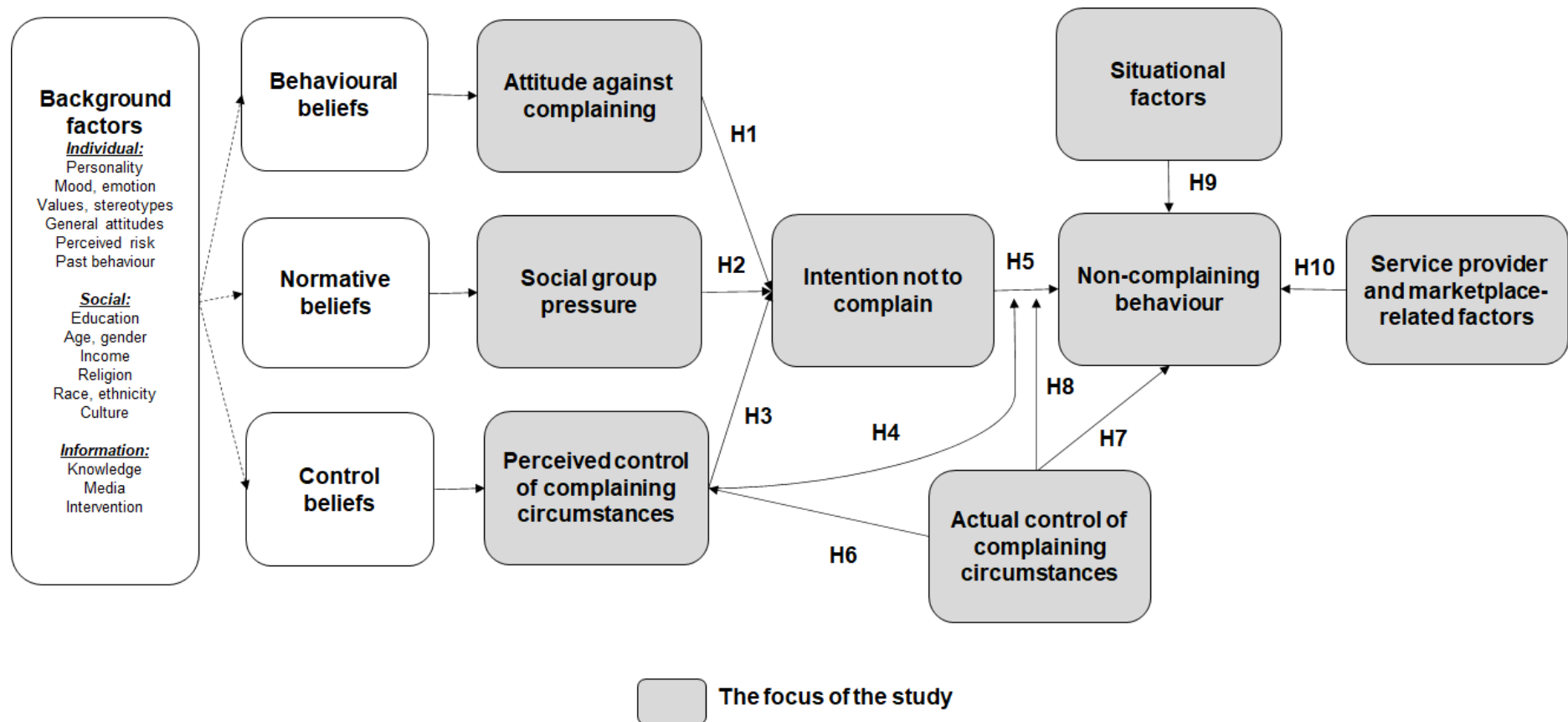
## **4.6 Key Findings from the Quantitative Study**

The quantitative study aimed to prove the effectiveness of the extended reasoned action approach (RAA) model of customer non-complaining behaviour (CNCB) in examining the factors that influence the non-complaining intention and behaviour. In addition, the results helped address the hypotheses by determining the correlation between these factors and identify what and which factors are more important. As shown in Figure 4.2, ten hypotheses were empirically tested and put forward to seek corresponding answers through the structural regression model. This section presents and discusses the key results of the quantitative study.

### **4.6.1 Effectiveness of the extended RAA model**

Factor analysis indicates the existence of eight factors (e.g., attitude against complaining, social group pressure, perceived control of complaining circumstances, intention not to complain, situational factors, service provider and marketplace-related factors, actual control of complaining circumstances and non-complaining behaviour) explained 81.5% of the variance of all variables (see the results in Appendix 14). Social science research deems a model satisfactory if it explains 60% of variance in the data tested (Hair *et al.*, 2014). Therefore, the higher percentages obtained in this study indicated that the RAA model is valid model for examining the factors that influence the non-complaining intention and behaviour of dissatisfied customers.

Figure 4. 2: The proposed conceptual model



#### 4.6.2 Determinants of intention not to complain

Based on the extended RAA model, this study hypothesised that attitude against complaining, social group pressure and perceived control of complaining circumstances would be associated with intention not to complain. Results from the multiple regression model indicated that attitude against complaining, the social group pressure and the perceived control of complaining circumstances were statistically associated with the intention not to complain of dissatisfied customers. Respectively, the regression path showed that attitude against complaining ( $\beta = 0.225$ ,  $p < 0.001$ ), social group pressure ( $\beta = 0.096$ ,  $p < 0.05$ ), and perceived control of complaining circumstances ( $\beta = 0.085$ ,  $p < 0.05$ ) positively and significantly influence intention not to complain (INTEN) of dissatisfied customers, which supported hypotheses 1, 2, and 3. These standardised beta coefficients ( $\beta$ ) are measured in units of standard deviation and indicate that:

- a beta value of 0.225 for 'attitude against complaining' variable indicates that a change of one standard deviation in the 'attitude against complaining' variable results in a 0.225 standard deviations increase in the 'intention not to complain' variable.
- a beta value of 0.096 for 'social group pressure' variable indicates that a change of one standard deviation in the 'social group pressure' variable results in a 0.096 standard deviations increase in the 'intention not to complain' variable.
- a beta value of 0.085 for 'perceived control of complaining circumstances' variable indicates that a change of one standard deviation in the 'perceived control of complaining circumstances' variable results in a 0.085 standard deviations increase in the 'intention not to complain' variable.

Among the three determinants of intention not to complain, the impact of attitude against complaining on intention not to complain is stronger ( $\beta=0.225$ ) than the impact of social group pressure ( $\beta=0.096$ ) and perceived control of complaining circumstances ( $\beta=0.085$ ). This means that a customer's attitude against complaining would influence his or her intention not to complain directly to a service provider more than social influences and perceived control of complaining circumstances.

#### **4.6.3 Determinants of non-complaining behaviour**

This study hypothesised that the non-complaining behaviour of dissatisfied customers would be influenced by intention not to complain, actual control of complaining circumstances, situational factors and service provider and marketplace-related factors. Results from the multiple regression model indicated that intention not to complain, actual control of complaining circumstances and situational factors were statistically associated with the non-complaining behaviour of dissatisfied customers. Respectively, the regression path showed that intention not to complain ( $\beta= 0.132$ ,  $p<0.001$ ), actual control of complaining circumstances ( $\beta = 0.227$ ,  $p <0.001$ ), and situational factors ( $\beta= 0.140$ ,  $p<0.05$ ) positively and significantly influence non-complaining behaviour, which supported hypotheses 5, 7 and 9. These standardised beta coefficients ( $\beta$ ) are measured in units of standard deviation and indicate that:

- a beta value of 0.132 for 'intention not to complain' variable shows that a change of one standard deviation in the 'intention not to complain' variable results in a 0.132 standard deviations increase in the 'non-complaining behaviour' variable.

- a beta value of 0.227 for 'actual control of complaining circumstances' variable shows that a change of one standard deviation in the 'actual control of complaining circumstances' variable results in a 0.227 standard deviations increase in the 'non-complaining behaviour' variable.
- a beta value of 0.140 for 'situational factors' variable shows that a change of one standard deviation in the 'situational factors' variable results in a 0.140 standard deviations increase in the 'non-complaining behaviour' variable.

Among these variables, the actual control of complaining circumstances ( $\beta=0.227$ ) is more important than situational factors ( $\beta=0.140$ ) and intention not to complain ( $\beta=0.132$ ) when determining non-complaining behaviour. In other words, dissatisfied customers may have been inclined not to complain due to their general predisposition, social influences and perceived control to complaining circumstances, but it is predominantly by their lack actual control to complaining circumstances (e.g., skills, knowledge or ability to complain) and their perceived situational constraints (e.g., time and energy required, cost and benefit to complain, severity of the service failure, etc) that finally determine their decision not to complain.

#### **4.6.4 The rejected hypotheses**

For Hypothesis 4, this study hypothesised that perceived control of complaining circumstances has a positive and significant moderating effect on the intention not to complain and the non-complaining behaviour of dissatisfied customers. However, the regression path showed that perceived control of complaining circumstances has a negative and statistically insignificant moderating effect on the intention-behaviour relationship ( $\beta=-0.024$ ;  $p>0.05$ ), thus hypotheses 4 was rejected. This means that

there is insufficient evidence to support this hypothesis because the perceived control of complaining circumstances has a negative moderating effect on the intention-behaviour relationship, and there is no statistical significance level to prove and conclude that the moderating effect exists. Therefore, the moderator hypothesis was not supported. In other words, the results showed that this was not true for the participants in this study thus challenging this premise of the RAA when it comes to non-complaining behaviour.

Regarding Hypothesis 6, this study hypothesised that actual control of complaining circumstances has a positive influence on the perceived control of complaining circumstances of dissatisfied customers. However, the results showed that actual control of complaining circumstances has a negative but significant influence on the perceived control ( $\beta = -0.122$ ,  $p < 0.01$ ), thus hypothesis 6 was rejected. The standardised beta coefficient ( $\beta$ ) is measured in units of standard deviation and indicated that a beta value of -0.122 for 'actual control of complaining circumstances' variable shows that a change of one standard deviation in the 'actual control of complaining circumstances' variable results in a 0.122 standard deviations decrease in the 'perceived control of complaining circumstances' variable. This means that by increasing or improving the actual control of complaining circumstances (e.g., skills, knowledge and abilities to complain), the perceived control to complaining circumstances would be decreased. In fact, this study found that the actual control of complaining circumstances has a positive and significant effect on non-complaining behaviour. This indicates that dissatisfied customers' actual control of complaining circumstances (e.g., skills, knowledge or ability to complain) has a direct and positive

impact on their non-complaining behaviour, rather than perceived control of the complaining circumstances.

Concerning Hypothesis 8, this study hypothesised that actual control of complaining circumstances has a positive moderating effect on the intention not to complain and the non-complaining behaviour of dissatisfied customers. However, the regression path showed that actual control of complaining circumstances has a positive but statistically insignificant moderating effect on the intention-behaviour relationship ( $\beta = 0.059$ ;  $p > 0.05$ ), thus hypothesis 8 was rejected. Simply, there is insufficient evidence to support this hypothesis because the actual control of complaining circumstances has no statistical significance level to prove and conclude that the moderating effect exists in the intention-behaviour relationship. Further research is needed to re-evaluate specific skills, abilities, environmental barriers and facilitators or barriers that influence on intention not to complain and non-complaining behaviour.

Last but not least, this study hypothesised that the service provider and marketplace-related factors have a positive influence on the non-complaining behaviour of dissatisfied customers. The result showed that service provider and marketplace-related factors ( $\beta = -0.019$ ,  $p > 0.05$ ) negatively and insignificantly influence non-complaining behaviour, which rejected hypothesis 10. This means that there is insufficient evidence to support this hypothesis because the service provider and marketplace-related factors has a negative impact on non-complaining behaviour and there is no statistical significance level to prove and draw conclusions that there is a direct impact. Therefore, the hypothesis was not supported. The result contradicts with the findings of the studies conducted by Heung and Lam (2003) and Su and Bowen



(2001). The possible reason for the conflicting results may be that although some service providers and marketplace-related obstacles make it difficult for dissatisfied customers to complain, they still feel the need to complain and seek redress from the service provider (Blodgett *et al.*, 1995; Singh and Wilkes, 1996).

For further discussion of the significance of quantitative study results relating to the research questions of this study and the literature reviewed, please refer to Chapter 6-Discussion of Findings).

## **4.7 Summary of the Chapter**

Using the RAA model as a starting point, more relevant factors identified from the literature (e.g., situational factors, actual control of complaining circumstances and service provider and marketplace-related factors) have been incorporated into the conceptual model for empirical testing. Based on the conceptual extended RAA model of CNCB, 10 hypotheses have been outlined. The quantitative data collected was used to determine the effectiveness of the extended RAA model and the factors influencing non-complaining intention and behaviour of dissatisfied customers. The analysis of the collected data yielded a number of significant findings on the factors that determine the non-complaining intention and behaviour of dissatisfied customers.

Regarding the effectiveness of the proposed model, the results show that the extended RAA model of CNCB is a valid model to explain the non-complaining intention and behaviour. In fact, the variables in the framework include attitude against complaining (ACC), social group pressure (SGP), perceived control of complaining circumstances (PCOCC), intention not to complain (INTEN), situational factors (SIT), service provider and marketplace-related factors (SER), actual control of complaining circumstances (ACOCC) can explain 82% of the total variance in non-complaining behaviour. The higher percentages achieved in this study indicated that the model provides a better prediction and explanatory power of the non-complaining intention and behaviour.

With regards to what factors influence non-complaining intention and behaviour, the results indicated that three variables— attitude against complaining, social group pressure, perceived control of complaining circumstances have a significant and positive influence on intention not to complain. The present study supports that

although dissatisfied customers have been inclined not to complain due to their general predisposition, social influences and perceived control to complaining circumstances, but their non-complaining behaviour is predominantly determined by:

- i. actual control of complaining circumstances (e.g., the inability to communicate with the service provider due to their lack of knowledge and skills to complain),
- ii. situational factors (e.g., the time and energy required to complain, perceived low benefits, perceived low severity of the service failure, and low expectations from the service provider).

Interestingly, the structural regression result showed that the additional construct of service provider and marketplace-related factors has no positive and significant effect on determining non-complaining behaviour. On the other hand, the RAA theory postulates that moderating variables such as PCOCC and ACOCC affect the intention-behaviour relationship, and ACOCC is theorised to affect PCOCC. However, the results showed that this was not true for the participants in this study thus challenging this premise of the RAA when it comes to non-complaining behaviour, something that, perhaps, need to be further investigated in the future.

## **CHAPTER 5: STAGE TWO – QUALITATIVE FINDINGS**

### **5.1 Introduction**

This chapter presents the qualitative findings for 20 semi-structured interviews conducted. This stage aimed to gain a deeper understanding of the factors that affected the respondents' non-complaining intention and behaviour, and to discover why they chose not to complain. The interview responses were analysed using template analysis to generate detailed and rich descriptions that explain why the respondents did not complain directly to the service provider. Interview extracts based on the template analysis are presented in Appendix 16.

### **5.2 Factors Influencing Non-Complaining Intention and Behaviour**

Respondents were first asked to describe a negative incident that occurred and to explain why they opted to remain silent when faced with that service failure. All respondents gave more than one reason for not complaining directly to the service provider. As such, their responses were classified into multiple categories based on a coding template with a priori themes that were determined in the first stage of the quantitative study (see Table 5.1). The qualitative results confirmed the presence of these six a priori themes in the interview responses. As shown in Table 5.1, on the basis of these a priori themes, the sub-themes emerging are arranged according to the number of people discussing it.

**Table 5. 1: Themes and sub-themes emerged in the qualitative study**

1.	Attitude against complaining	<ul style="list-style-type: none"> <li>• Negative emotional outcomes from complaining</li> <li>• Negative identity as a complainer</li> <li>• Not one's responsibility to complain</li> <li>• Complaint perceived as inappropriate behaviour</li> </ul>
2.	Social group pressure	<ul style="list-style-type: none"> <li>• Social influences</li> </ul>
3.	Perceived control of complaining circumstances	<ul style="list-style-type: none"> <li>• Perceived better control not to complain</li> </ul>
4.	Situational factors	<ul style="list-style-type: none"> <li>• Time and energy required</li> <li>• Perceived low benefits</li> <li>• Perceived low severity of the service failure</li> <li>• Low expectations from the service provider</li> </ul>
5.	Service provider and marketplace-related factors	<ul style="list-style-type: none"> <li>• Perceived unwillingness to obtain customer feedback</li> <li>• Perceived management ineffectiveness in service recovery</li> <li>• Lack of feedback channels</li> <li>• Emotional bond with the service provider</li> <li>• Fear of retribution</li> <li>• Lack of alternative or substitute service provider</li> </ul>
6.	Actual control of complaining circumstances	<ul style="list-style-type: none"> <li>• Inability to communicate with the service provider</li> </ul>

### **5.2.1 Attitude against complaining**

The sub-themes that explain this attitude against complaining derived from the interview responses can be classified into 'negative emotional outcomes from complaining', 'negative identity as a complainer', 'not one's responsibility to complain' and 'complaint perceived as inappropriate behaviour'.

*Negative emotional outcomes from complaining.* Certain negative perceptions of complaining can inhibit the tendency to complain; these perceptions include worrying that it will harm the emotions and feelings of the individual and/or others. Respondents used words such as 'unpleasant', 'negative', 'stressful', 'disturbing to others' and 'wrong' to explain their negative perceptions of complaining. According to respondents (P4, P15 and P18), although negative emotions (e.g., disappointment and anger) were generated after service failures, they believed that expressing dissatisfaction to the service providers would not only trigger more negative emotions for themselves but also for those around them. Respondent P18 recounted his experience celebrating his daughter's 10<sup>th</sup> birthday in a restaurant. He reported that he did not want to complain about service failures because he would have felt more stressed after complaining. He chose not to complain because he did not want to exacerbate the negative issues and harm his and others' moods. He also commented that he wanted to ignore and forget those negative moments in order to enjoy spending time with his family.

*Negative identity as a complainer.* The interview responses also indicated that respondents (P5 and P8) refused to complain because they did not like to be seen or see themselves as complainers. Disclaimers such as "I am not a person who likes to complain" and "I did not complain because I do not want to be seen as an aggressive

person” indicate that they are unwilling to include this ‘complainer’ role of identity as part of oneself and therefore reluctant to voice their dissatisfaction to the service provider.

*Not one’s responsibility to complain.* The responses showed that respondents (P13 and P19) did not complain because they perceived it was not their ‘responsibility’ and ‘duty’ for sharing their feedback on service problems to the service provider. In other words, they felt that it was not their responsibility to raise service issues with service providers. For example, participant (P13) said: *“It was not my responsibility for highlighting this issue to the hotel. I think it was inappropriate for customers to tell the hotel what to do and how to deal with this situation”*.

*Complaint perceived as inappropriate behaviour.* One respondent (P16) shared a negative experience she had had at a hotel, and her belief that it was inappropriate to complain at the time. She explained that there had been some confusion between the hotel and the third-party provider in confirming her booking details. Although the hotel could not fulfil her request, she did not want to make a complaint. This is because she did not check the booking details correctly and blamed herself for part of the problem. She believed the hotel should not take any responsibility for that issue: *“I think it was inappropriate to complain to the hotel manager or hotel staff because they were just doing their job. They did not cause this problem to happen”*.

### **5.2.2 Social group pressure**

The qualitative study illustrates that social influences and the opinions of important people affected some respondents' perceptions of complaining. Therefore, a sub-theme emerged from the interviews: 'social influences'.

*Social influences.* Some respondents (P3 and P12) talked about how a close family member (a spouse or a daughter) had influenced their decision not to complain. One of the respondents (P3) intended to complain about a restaurant service failure, but his wife convinced him not to and prevented him from becoming noticeably upset in front of other people. The other respondent (P12) reported a similar experience in which his daughter had influenced his intention to complain. He explained that, after experiencing a service failure at a restaurant, he considered posting negative comments on his Facebook page. However, after listening to his daughter's suggestion that was not worth complaining, he changed his mind from complaining to not complaining.

### **5.2.3 Perceived control of complaining circumstances**

In order to assess the extent to which making a complaint was within their control, the respondents were asked whether it was easy or difficult to decide whether to complain. The empirical findings indicate that the respondents' decisions not to complain were made entirely up to the respondents. A sub-theme emerged from the interviews: 'perceived better control not to complain'.

*Perceived better control not to complain.* In many instances, seven out of twenty respondents (P3, P7, P10, P13, P14 and P19) said they decided not to complain and



commented: *"I decided not to complain"* (P3) and *"No one can influence me because I can decide whether to complain or not"* (P7). Among them, respondent P19, said that even when someone tried to influence her decision and a complaint tool was provided, she was still confident and determined in her decision not to complain: *"My husband respected my decision not to complain. Although there was a feedback card on the table, I did not want to write a comment about the negligence of the waitress. I suggested forgetting it all"*. Other respondents (P7, P10, P14 and P19) frequently made comments like *'We should forget about it (negative incident) and continued to enjoy our food'* (P10) and *'The past is the past. I suggested that we forget all about it'* (P14).

#### **5.2.4 Situational factors**

Respondents often cited reasons for not complaining related to situational factors. Four sub-themes that emerged from the analysis: 'time and energy required', 'perceived low benefits', 'perceived low severity of the service failure' and 'low expectations from the service provider'.

*Time and energy required.* Several respondents stated that they were unwilling to spend time and energy on complaining. Three respondents (P13, P17 and P18) explained further that they would rather not waste time and energy complaining because they had no intention of returning to the hotel or restaurant in question. Other respondents (P6 and P8), who said that they had had 'one faulty item' in a restaurant or a 'one-night stay' in a hotel, felt that it was not worth the time and trouble of complaining. Another respondent P5 stated that instead of complaining to the hotel

manager about his dissatisfaction he would rather use the time to enjoy the swimming pool. One respondent P1 commented that he had chosen to remain silent because he was unwilling to spend time waiting for the service recovery response from the service provider: *It was lunch time. I did not want to complain. I did not think it was worth waiting 15 minutes for them to solve this problem.*

*Perceived low benefits.* The findings reveal that some respondents (P1, P6 and P12) were reluctant to provide feedback if there were no benefits to doing so. One respondent (P1) expected benefits in return for sharing his feedback with the service provider: *Unless the restaurant offers some benefits for writing a feedback card, no one wants to write one.* Regarding perceived compensation as part of the service recovery strategies, two different views were reported. On the one hand, some respondents hoped their complaints will lead to monetary compensation. For example, one respondent (P6) suggested that he would prefer to ask for a 'full refund' when addressing his dissatisfaction with the service provider. In the same vein, some respondents (P1, and P11) mentioned that they had been reluctant to complain because they felt that complaining did not provide any substantial benefits to the service provider. They were very sceptical of the measures that front-line employees could take to address their problems or to provide meaningful compensation, as one respondent (P1) emphasised: *Despite the possibility of apologising for the incident and providing free vouchers to encourage my next visit, I believed they would not apologise sincerely for the incident and would not offer more 'impressive' compensation.* On the other hand, some respondents (P13 and P19) preferred non-monetary compensation, that is, the manager made a sincere apology for service failure, as shown in the

illustration: *'All I have to ask was a sincere apology and I did not bother other compensations' (P13).*

*Perceived low severity of the service failure.* The responses show that the respondents' decisions not to complain were closely related to the severity of the service failure: if it was not severe, there was no reason to complain. Respondents (P4, P6, P17 and P19) used phrases such as 'small problem' and 'minor mistakes' to describe the absence of severity. One respondent (P6) distinguished between degrees of severity: *If this is a serious problem and I am not satisfied with the level of service, I will definitely complain.* Although she did not complain directly to the service provider on the occasion discussed, she explained that if the problem had been more severe, she would have posted negative comments on the service provider's website to express her dissatisfaction.

*Low expectations from the service provider.* Three respondents (P3, P4 and P6) commented that they had low expectations of the standard of products or services provided by budget hotels or inexpensive restaurants. One respondent (P6) stated that she did not voice her dissatisfaction because product or service failures were to be expected in a budget hotel. In other words, in inexpensive establishments with lower-quality products or lower service standards, respondents did not see the value of complaining.

### 5.2.5 Service provider and marketplace-related factors

Six sub-themes related to service providers and marketplace factors emerged from the interview analysis: 'perceived unwillingness to obtain customer feedback', 'perceived management ineffectiveness in service recovery', 'lack of feedback channels', 'emotional bond with the service provider', 'fear of retribution', and 'lack of alternative or substitute service provider'.

*Perceived unwillingness to obtain customer feedback.* Some respondents (P1, P5, P8, P9 and P10) did not complain directly to the service provider because the manager or front-line employees unwilling to obtain customer feedback. For example, one respondent (P10) said: *We wanted to talk to the manager, but the manager seemed to be busy clearing the tables. He walked past us several times and ignored us*'. Thus, although the respondent was dissatisfied with the service, she did not have the opportunity to express her dissatisfaction to the manager. She suspected that the restaurant manager was reluctant to collect customer feedback because he wanted to free the table for new customers. In this regard, the respondent faced a double service failure – the initial service failure and the subsequent failed service recovery. Similarly, one respondent (P5) commented on a hotel's failure to collect feedback to enhance customer satisfaction: *"Unfortunately, the hotel did not care about the customer experience. The receptionist did not bother asking about our stay in the hotel"*. On a separate note, another respondent (P1) suggested that the right way to get customer feedback in a restaurant context is a table visit: *"A table visit by the staff/manager would encourage me to highlight my dissatisfaction"*.

*Perceived management ineffectiveness in service recovery.* One respondent (P19) stated that she had previously complained to a restaurant manager about the cleanliness and safety of the restaurant's play area. When she returned to the restaurant two weeks later, she found that matters had not improved and that the restaurant manager had not taken any measures to correct the problem. This disappointed her, but she refused to complain again, believing that her feedback would not bring about any change.

Some respondents (P9 and P20) believed that the service provider would not handle their complaints in an appropriate manner, and that it was therefore meaningless to voice a complaint. One respondent (P20) mentioned that she had decided not to complain because she believed that the service provider would not take the complaint on board: *"I did read the negative reviews written by other hotel customers about their bad experiences. I also encountered the same service problem. I think the management did not take the necessary measures to prevent this problem from happening. Therefore, I think it is not worth complaining"*. In addition, respondent P9 described situations in a restaurant where he observed misconduct by the manager (e.g., scolding a waitress in front of a customer to make her feel embarrassed, hiding in the kitchen instead of offering help, and treating customers in an unfriendly manner). Given the misbehaviour of this manager in terms of attitude and attentiveness, the respondent believed that complaining would make no difference: *"There was no need to complain, because the restaurant manager had a bad attitude and did not set a good example for other employees. He would not handle my complaint professionally"*.

*Lack of feedback channels.* Some respondents (P12 and P17) believed that the availability of feedback channels is a key prerequisite in encouraging customer complaints. One respondent (P12) shared her experience with poor-quality foods that she was not satisfied with. Because the restaurant was busy, she did not want to disturb the restaurant manager or staff by complaining and preferred to write a review on a feedback card. However, she could not find any feedback cards in the restaurant. Despite feeling very disappointed, she left without complaining. Similarly, another respondent (P17) stated that he had not complained because he did not like to express his dissatisfaction directly with the receptionist. However, no alternative means of complaint were available: *"The hotel did not have any information to tell us how to provide feedback"*.

*Emotional bond with the service provider.* A close relationship with the service provider is another deterrent to complaining. One respondent (P7) described a business trip during which she was unhappy with a hotel room but was reluctant to complain because she knew the hotel owner and believed that her complaints would affect their relationship. Therefore, she quietly switched without complaining about the accommodation issue. Another respondent (P4) reported a similar experience in terms of the relationship with the service provider. She described how she had enjoyed eating at a particular restaurant since she was a child. On her most recent visit to the restaurant, although she was unhappy with the service level, she did not complain directly to the manager because she wanted to continue to support the restaurant and to give them an opportunity to improve the service level.

*Fear of retribution.* Although this is an uncommon response, one reason for not complaining is related to fear of retribution. One respondent (P4) believed that employees would punish customers who complained about employee misconduct. She commented that if she complained about the delay in bringing out food and employee efficiency, the employee might become upset and take revenge by adulterating the food, sabotaging the complaining customer. Therefore, she chose to remain silent and did not complain directly to the manager or employee.

*Lack of alternative or substitute.* Interestingly, if it was difficult to obtain alternative product/ service, or service provider, respondents (P1 and P10) reacted differently to the service failures. For example, respondent (P1) commented that he did not complain because the service provider could not offer any substitute for the unavailability product and complaining would make no difference. While respondent (P10) said that she had been willing to ignore the poor service level because there was no substitute for the food she liked. Therefore, she did not complain about the service failures: *Only this restaurant offers such delicious chilli crab dishes. I cannot find other places that offer the same dishes. As long as the quality of their food is well maintained, I will not complain.*

### **5.2.6 Actual control of complaining circumstances**

As described in Section 5.2.3, respondents were asked whether it was easy or difficult to decide whether to make a complaint to assess the extent to which making a complaint is within their control. If the respondents indicated that they have some difficulty to make a complaint, the next question to the respondents was what prevented them from complaining. A sub-theme emerged: 'inability to communicate with the service provider'.

*Inability to communicate with the service provider.* The responses showed that the respondents' non-complaining behaviour was closely related to their inability to communicate the service problems with the service provider. Some respondents (P17 and P20) commented that they had intended to complain but were prevented from doing so by their lack of knowledge of other feedback channels and to whom to complain. For example, respondent (P17) described a negative service experience and explained that he had wanted to complain to the receptionist. However, the hotel staff at the reception was not friendly, and he did not know who else to complain to.

Additionally, respondent (P5) felt frustrated when he was unable to voice his complaint about a service failure. He described his experience during a holiday in Vietnam, where he stayed in a famous luxury hotel. He wanted to express his expectations about the service standards and to point out a number of service failures. However, because he was not familiar with Vietnamese culture or service standards, he was unable to support his views on the service problems.

Interestingly, respondent P6 commented that she did not voice her dissatisfaction with a hotel because she did not speak the local language. She shared a negative experience of a budget hotel in China where she had wanted to complain



to the hotel receptionist about problems with the room. However, she did not speak Mandarin, and the receptionist had problems understanding English. Therefore, because of the language barrier, the respondent did not share her feedback with the hotel.

### **5.3 Summary of the Chapter**

This chapter has provided better understanding of the factors that influence respondents' non-complaining intention and behaviour. The qualitative responses indicate that, for most of the respondents, there were multiple factors that caused them not to complain. Although no new factors were identified in the interviews, new sub-themes emerged for the theme of service provider and marketplace-related factors including perceived unwillingness to obtain customer feedback, perceived management ineffectiveness in service recovery, emotional bond with service providers, and fear of retribution.

The most critical qualitative findings concern factors related to service providers and the marketplace. Although the interview analysis identified service providers and marketplace-related factors as frequent reasons for not complaining, the quantitative results show that these factors were statistically insignificant in relation to respondents' non-complaining behaviour. The interviews also provide new insights into social group pressure. Regarding social influence, respondents' responses indicated not only that they took account of the opinions of those around them (e.g., spouse or daughter) but that the legitimacy of other people's normative expectations also motivated them to comply with social norms by not complaining. These qualitative findings will be discussed alongside the quantitative results in the next chapter.

## **CHAPTER 6: DISCUSSION OF FINDINGS**

### **6.1 Introduction**

This chapter interprets and discusses the significance of key research findings of the two stages (quantitative and qualitative) by relating them with the research questions and the reviewed literature. It also presents and discusses the refined version of the extended RAA model of customer non-complaining behaviour (CNCB).

### **6.2 Effectiveness of the Extended RAA model of CNCB**

Regarding to the effectiveness of the extended RAA model in examining factors that influence non-complaining intention and behaviour, the results of the structural regression revealed that the extended RAA model of CNCB comprising of eight variables (e.g., an attitude against complaining, social group pressure, perceived control of complaining circumstances, intention not to complain, situational factors, service provider and marketplace-related factors, actual control of complaining circumstances, and non-complaining behaviour) explains approximately 82% of the total variance of all variables (see Section 4.6.1). Social science research deems a model satisfactory if it explains 60% of variance in the data tested (Hair *et al.*, 2014). Meanwhile, CCB studies have shown that the RAA (or its early variant of TPB) explained 26–36 % of the variance in behaviour (Burucuoglu and Bulut, 2016; Lervik-Olsen, Andreassen and Streukensl, 2016). The higher percentages achieved in this study indicated that the model has a stronger strength of association between the model and the variables, thus providing a better prediction and explanatory power of the non-complaining intention and behaviour. The finding is not surprising because a

large amount of literature has proved that the theoretical principles of the RAA model or the early variant models of TRA and TPB have been appropriately applied and explained a variety of behaviours (Armitage and Conner, 2001; Bleakley and Hennessy, 2012; Gold, 2011). To conclude, the extended RAA model is a valid model to explain non-complaining intention and behaviour and can be used as a theoretical foundation for future research on the relationship between non-complaining intention and behaviour and other potential factors.

### **6.3 Factors that Influence Non-Complaining Intention and Behaviour**

Concerning what, how, and which factors influence dissatisfied customers' non-complaining intention and behaviour, the present study has used the RAA model as the starting point and further incorporated relevant factors identified from the literature such as situational factors (SIT) and service provider and marketplace-related factors (SER) to examine their effects on dissatisfied customers' non-complaining behaviour.

The results showed that that the attitude against complaining (AAC), the social group pressure (SGP) and perceived control of complaining circumstances (PCOCC) have a positive effect on the intention not to complain (INTEN). According to the RAA, attitude, perceived norm, and perceived behavioural control are the independent predictors of behavioural intention. Consistent with the RAA assumptions, these pre-identified factors showed positive and significant effects on the intention.

Ultimately, the structural regression results showed that among the factors that determine the non-complaining behaviour, actual control of complaining circumstances (ACOCC), situational factors (SIT) and intention not to complain have a positive influence on the non-complaining behaviour, however service provider and marketplace-related factors (SER) were not significant. The RAA theory postulates that behavioural intention and actual control are the factors used to determine behaviour. The results confirmed the positive effects of behavioural intention and actual control in determining the behaviour. The results not only supported the role of RAA variables in determining the non-complaining intention and behaviour of dissatisfied customers but also provided new insights into the appropriateness of additional factors included in the extended RAA model of CNCB.

The inclusion of additional factors was partially supported because the structural regression shows that only situational factors have a significant positive influence on non-complaining behaviour, whereas service provider and marketplace-related factors (SER) were not significant. However, the interview responses provided different insights into how respondents' non-complaining behaviour was driven by service provider and marketplace-related factors. This is why the service provider and marketplace-related factors were then incorporated in the final model of this thesis.

The next section draws on the key findings of the determinants of non-complaining intention and behaviour by discussing its meaning, significance, and relevance.

### 6.3.1 Determinants of intention not to complain

Among the three determinants of the intention not to complain, the impact of attitude against complaining ( $\beta=0.225$ ) on the intention not to complain is stronger than the impact of social group pressure ( $\beta=0.096$ ) and perceived control of complaining circumstances ( $\beta=0.085$ ). Consistent with other CCB studies (Burucuoglu and Bulut, 2016; Chang and Chin, 2011; Zhao and Othman, 2011), attitude, perceived norms and perceived behavioural control have an influence on the behavioural intention. As attitude against complaining is shown as a stronger determinant than social group pressure and perceived control of complaining circumstances, this means that dissatisfied customers' intention not to complain is more influenced by their already attitude against complaining, and less by their consideration of others' negative views on complaining or their perceived control of complaining circumstances. In other words, their intention not to complain is influenced more by their predispositions than by social influences or their perceived ability to control the non-complaining process.

#### (i) *Attitude against complaining (AAC)*

Attitude against complaining is defined as dissatisfied customers' predisposition not to complain to the service provider; it is assumed that attitude against complaining is significant related to intention not to complain. A notable finding of this study is that attitude against complaining is the most significant factor that influence the intention not to complain of dissatisfied customers. This corresponds to the findings of CCB studies which revealed that those who have a negative attitude towards complaining are unwilling to express their complaints (e.g., Bearden and Mason, 1984; Blodgett and Anderson 2000; Richins, 1982; Velazquez *et al.*, 2006, Voorhees and Brady, 2005; Kim *et al.*, 2003).

One thing that we knew about negative pre-disposition towards complaining was that certain beliefs that do not favour complaining include worrying that complaints may also cause negative impressions and feelings among people who are with the complainer (Chang and Chin, 2011; Lervik-Olsen, Andreassen and Streukens, 2016; Mukhtiar *et al.*, 2013). Consistent to the literature, the results show that some respondents (P4, P15 and P18) developed negative predispositions towards complaining when they worried that expressing dissatisfaction to the service providers would not only trigger negative emotions among themselves but also among those around them. Although they had already developed negative emotions (e.g., disappointment and anger) resulting from service failures, and they were concerned that, if they complained, they would not only experience negative emotions themselves (e.g., unpleasant feelings, stress, and embarrassment) but would also precipitate negative feelings and experiences among the people in their party. Moreover, they believed that voicing their dissatisfaction directly to the service provider would make a scene that would be unpleasant for other people. The findings are consistent with the literature, which maintains that among the beliefs that prevent people from complaining is the worry that complaints may engender negative impressions and feelings among the complainer's companions (Chang and Chin, 2011; Lervik-Olsen, Andreassen and Streukens, 2016; Mukhtiar *et al.*, 2013).

Moreover, the interview responses also indicated that some respondents (P5 and P8) refused to complain because they did not like to be seen or see themselves as complainers. Disclaimers such as "I am not a person who likes to complain" and "I did not complain because I do not want to be seen as an aggressive person" indicated that they are unwilling to include this 'complainer' role of identity as part of oneself and

therefore reluctant to voice their dissatisfaction to the service provider. This finding is consistent with some CCB studies that revealed some dissatisfied customers disassociate themselves from the negative role-identity of 'complainers' (Goodwin and Spiggle, 1989; Richins, 1982).

On the other hand, some new insights about attitude against complaining emerged in the stage two interviews. The responses showed that some dissatisfied customers would rather remain silent and ignore negative moments than choose forgiveness as a response to dissatisfaction. As stated by one respondent (P18): "I knew I would feel more stressed after complaining. I chose not to complain, and I did not continue to consider these negative issues that would affect my mood." This indicates that they would rather ignore the situation than take any action. The literature defines this kind of negative attitude towards complaining by ignoring the negative moments as neglect (Crie, 2003; Ro and Mattila, 2015; Rusbult, Zembrodt and Gunn, 1982). This means that dissatisfied customers who have negative perceptions about complaining are willing to ignore negative events without solving the problem, and not complaining is an emotional exit to make them feel at ease and stress-free.

Furthermore, the interviews revealed that some respondents (P13 and P19) believed that it is not their responsibility to complain, nor are they obligated to highlight negative customer experiences to their service providers. One of the respondents (P13) further commented: "I think it was inappropriate for customers to tell the hotel what to do and how to deal with this situation". The finding contradicts with previous studies showing that customers are more likely to complain to the party responsible for a problem (Andreasen, 1988; Coyle, 1994; Folkes, 1984). In other words, respondents' negative



attitude towards complaining was driven by their perceptions that they do not have a duty or responsibility to inform the service provider about the service failures that caused their dissatisfaction.

One respondent (P16) thought it was inappropriate to voice her frustrations through complaints and she blamed part of the problem on herself because she did not check the booking information correctly. The finding relates to the emotionally focused coping style proposed by Lazarus and Folkman (1984) and Stephens and Gwinner (1998) whereby an individual chooses to cope with the situation by engaging in a more inwardly directed psychological response such as self-blame. In other words, instead of believing that complaining was an emotional release from frustration or, simply, a way to “get something off her chest” (Alicke *et al.*, 1992, p. 287), the respondent’s negative predispositions towards complaining leads her to emotionally focused coping method to manage her mental state.

The overall results of the study show that dissatisfied customers’ reluctance to complain was driven by negative emotional outcomes from complaining, perceived negative identity as a complainer, perceptions that complaining was not their responsibility, and the belief that complaining is inappropriate behaviour. It is worth pointing out that customers’ attitudes develop and evolve (Brown and Albarracin, 2005). Since attitude against complaining has proved to be a stronger determinant of the intention not to complain than social group pressure and perceived control of complaining circumstances, service providers must be aware that attitudes cannot be changed in the short term, and long-term service improvement efforts are needed to encourage customers’ willingness to complain.

(ii) *Social group pressure (SGP)*

Social group pressure is understood as the perceived social pressure of one or a group of individuals to engage in the non-complaining behaviour; it is assumed that SGP is significantly correlated with the intention not to complain. The quantitative analysis shows that respondents who were likely to demonstrate non-complaining behaviour were widely seen as socially acceptable by others who they valued, respected and admired. These findings correspond to some CCB studies which reveal that social influences are one of the key determinants of the intention to complain or not (Chang and Chin, 2011; Fishbein and Ajzen, 1975; Lervik-Olsen, Andreassen and Streukens, 2016; Mukhtiar *et al.*, 2013).

One thing we learned from the CCB literature is that the contribution of social pressure and any given reference opinion affects whether a person complains (Bearden, Netemeyer, and Teel, 1989; Jones, McCleary and Lepisto, 2002; Zhao and Othman, 2011). The interview responses confirmed that close family members and spouses of dissatisfied customers influenced their decisions not to complain. Most importantly, respondents were not only influenced by others' negative views about complaining, but they also chose to comply with others' advice by not complaining. For example, two respondents (P3 and P12) reported that they wanted to complain but changed their minds under the influence of people who were with them during the incident and who discouraged them from complaining. These findings are linked to the concept of 'mirroring' the actions of others (Kuhbandner, Pekrun and Maier, 2010) and motivation to comply (Fishbein and Ajzen, 2010), which hold that people agree with their referents and follow their behaviours. The findings highlight the necessary steps to educate

dissatisfied customers on the importance of sharing feedback with service providers and treat complaints as a social norm.

*(iii) Perceived control of complaining circumstances (PCOCC)*

Perceived control of complaining circumstances is understood as the beliefs of dissatisfied customers on their ability to control complaining circumstances and make decision not to complain; it is assumed that PCOCC has a positive effect on intention not to complain. The results of this study indicated that the decision not to complain was entirely up to the respondents. This is explained by the following interview responses: *"I decided not to complain" (P3), and: "No one can influence me because I can decide whether to complain or not" (P7)*. On the other hand, respondent P19 said that even when someone tried to encourage her to complain, and a complaint tool was provided, she was still confident and determined in her decision not to complain.

In the RAA theory, PBC refers to 'people's perceptions of the degree to which they are capable of, or have control over, performing a given behaviour' (Fishbein and Ajzen, 2010, p.64). The interview responses confirmed the notion of Fishbein and Ajzen and suggested that dissatisfied customers' perceived behavioural control were driven, on the one hand, by their strong convictions against complaining and their ability not to be influenced by others and, on the other hand, by their discomfort with using the feedback processes in place when the negative incident occurred.

### **6.3.2 Determinants of non-complaining behaviour**

Among the factors that determine non-complaining behaviour, the empirical results show that actual control of complaining circumstances is the most significant

determinant of non-complaining behaviour, followed by situational factors, intention not to complain, and service provider and marketplace-related factors. In other words, dissatisfied customers may already be predisposed against complaining due to their general attitude, social influences, and perceived control of complaining circumstances, but their non-complaining behaviour is predominantly determined by:

- (i) the actual control of complaining circumstances (e.g., inability to communicate with the service provider due to their lack of knowledge and skills to complain),
- (ii) the perceived situational constraints (e.g., the time and energy required to complain, perceived low benefits from complaining, perceived low severity of the service failure, and low expectations from the service provider)
- (iii) service provider and marketplace-related barriers (e.g., perceived unwillingness to obtain customer feedback, perceived management ineffectiveness in service recovery, lack of feedback channels, fear of retribution, an emotional bond with the service provider, and the lack of an alternative or substitute service provider) that finally shape their decision not to complain.

*(i) Actual control of complaining circumstances (ACOCC)*

Actual control of complaining circumstances is described as the availability of personal circumstance (e.g., skills, knowledge or ability to communicate their complaints to the service provider) to engage in complaining behaviour. Based on the RAA theory, actual control is theorized to influence perceived behavioural control and moderates the effect of intention on behaviour. The results indicated that actual control of complaining circumstances is more important than other variables (e.g., SITs, INTEN and SERs) and represents the greatest barrier preventing non-complainers from complaining. This finding is in line with the RAA's assumption that a person must have

the necessary resources to overcome potential obstacles in order to perform a given behaviour (Fishbein and Ajzen, 2010).

The interview response revealed that the lack of understanding of appropriate service standards and requirements thus prevented one respondent from expressing their dissatisfaction. Respondent P5 wanted to express his expectations about the service standards and to point out several service failures when he stayed in a famous luxury hotel in Vietnam. However, because he was not familiar with Vietnamese culture or service standards, he was unable to support his views on the service problems. This finding is consistent with some CCB studies that some dissatisfied customers do not complain because they cannot explain their reason for complaining or support their arguments (Tronvoll, 2012; Voorhees, Brady and Horowitz, 2006).

On top of that, this study expands existing knowledge in the CCB literature by providing more insight into non-complainers' lack of actual control to complaining circumstances. The interview responses indicated that some respondents (P17 and P20) were prevented from complaining due to their inability to communicate the service problems with the service provider. Specifically, they lack awareness of other feedback channels and who to complain to, as opposed to a lack of knowledge about the product or brand as suggested by Day *et al.* (1981). In addition, there was a single instance in which a respondent was unable to complain due to language barriers. The fact that actual control of complaining circumstances is more significant than other factors (e.g., SITs, INTEN and SERs) offers a window of opportunity to service providers to obtain feedback from a non-complainer by providing a range of feedback channels in multiple

languages, including feedback channels for people with disabilities who may feel that they cannot communicate like others.

*(ii) Situational factors (SIT)*

The complaining or non-complaining behaviour of dissatisfied customers depends on the specific situation in a given environment. Existing literature shows that situational factors affecting CCB include expectations of the complaining process, attributions of responsibility for a problem, perceived dissatisfaction and the likelihood of successful complaints (Andreasen, 1988; Day, 1984; Folkes, 1984; Richins, 1985; Singh, 1989). Because past CCB studies have focused on situational factors from complainers' perspectives, these factors are inappropriate for explanation of non-complainers' non-complaining behaviour. To address this literature gap, five measurement items related to situational factors were added into the extended RAA model to examine their effects on non-complaining behaviour. These measurement items include the time and effort required to complain, the cost of the product or service, the benefits from complaining, the perceived importance of the product or service to the customer and the severity of the service failure. They were all found valid and significant represent the situational factors in measuring the non-complaining behaviour.

On top of that, the interview responses provide new insights on the role of situational factors affecting the non-complaining behaviour of dissatisfied customers. Majority of the respondents commented that they unwilling to spend time and energy complaining because complaining is a hassle to go through and they did not have an intention to return. In other words, respondents make psychological judgments that dismiss the value of complaining (Susskind, 2000) because making a complaint involves time and

energy. This is consistent with the notion of some CCB studies that the cost of complaining may include time and effort spent (Kolodinsky, 1995; Singh, 1989).

Furthermore, the interview responses showed that respondents' decisions not to complain were closely related to the low severity of the service failure. Some respondents (P4, P6, P17 and P19) used words such as 'one faulty item' in a restaurant or a 'one-night stay' in a hotel or a 'small problem' or a 'minor mistake' to describe the absence of severity. These findings support the claim that when customers see a problem as an isolated mistake, they may remain silent (Kucukarslan and Pathak, 1994). In the eyes of those non-complainers, they may think that these problems are not severe. However, it should be noted that the problem may be that management misses the opportunity to identify a service problem, allowing it to snowball into a bigger problem. Therefore, service providers should obtain feedback from non-complainers by convincing them that no failure is a 'small' failure.

In addition, interview analysis reveals that respondents weighed the possibility of achieving satisfactory outcomes against the effort needed to make a complaint. Some respondents (P1, P6 and P12) hoped to obtain certain benefits from sharing their feedback with the service provider. As one respondent declared: 'Unless the restaurant offers some benefits for writing a feedback card, no one wants to write one (P1). Thus, respondents were reluctant to share feedback because they felt that sharing feedback did not provide any substantial benefits. Given the perceived low benefits for sharing feedback, service providers might need to consider providing more benefits to entice customers to share their feedback.

The perceived value of customer complaints is another barrier to complaining behaviour found in this study. The literature shows that a minority of the respondents sought monetary compensation, while the majority of the respondents sought non-monetary compensation (Grainer *et al.*, 2014). There were two extreme results from this study. On the one hand, unlike Grainer *et al.*'s (2014) findings, some respondents (P1, P6, and P11) in this study hoped to obtain monetary compensation (e.g., free food/beverage vouchers and full refunds) rather than non-monetary compensation (e.g., apology and explanations). On the other hand, a minority of the respondents (P13 and P19) suggested that if the service provider could offer immediate service recovery and apologise 'sincerely', monetary compensation would be unnecessary. For example, as respondent P13 stated: 'All I wanted was a sincere apology and I did not bother other compensations'. From a management perspective, respondents who requested non-monetary compensation is a good indicator that monetary costs can be reduced when compensating non-complainers.

The overall findings of this study suggest that most respondents were unwilling to complain because they believed that the expected cost of complaining was greater than the expected benefits. These findings are linked to the cost-benefit evaluation, that is, the evaluation between the expected outcome of complaining and complaining behaviour (Kim *et al.*, 2003; Kolodinsky, 1995; Lee and Soberon-Ferrer, 1999; Stephens and Gwinner, 1998). This means that if voicing a complaint demands too much effort, some dissatisfied customers are inclined to remain silent. Therefore, if customer complaints have positive and beneficial consequences, dissatisfied customers may complain. As situational factors have shown as a stronger determinant than intention not to complain, the service provider may want to implement measures



to reduce costs (time and effort) and meet the perceived benefits of complaining (e.g., refund, exchange or apology).

*(iii) Service provider and marketplace-related factors (SER)*

Service provider and marketplace-related factors are considered as organisational barriers that can prevent dissatisfied customers from complaining and that are controlled by the service provider or company itself.

A notable finding relates to service provider and marketplace-related factors, is that, although quantitative results show that service provider and marketplace-related factors were statistically insignificant concerning respondents' non-complaining behaviour, the interview analysis gave a different insight. Respondents mentioned service provider and marketplace-related reasons for not complaining directly to the service provider. One possible explanation for this contradiction between questionnaire and interview responses is that the five measurement items (e.g., type of establishment, availability of alternative product or service, responsiveness of manager or staff, availability of manager or staff to handle complaints and availability of complaint channel) used in the questionnaire could not fully reflect real-life situation. Although these measurement items have proved their usefulness and applicability in the extended RAA model of CNCB, more measurement items can be added to the model to measure the effects of SER on non-complaining behaviour. Considering the importance of SER for the non-complaining behaviour of dissatisfied customers, it was decided to incorporate SER-related factors into the refined RAA model of CNCB.

On top of that, the emergence of more non-complaining reasons related to service provider and marketplace in the interview responses can expand the scope of knowledge in the existing CCB literature. Previous studies have shown that service provider and marketplace-related factors such as the type of establishment, the reputation of the establishment, the reliability and responsiveness of the service provider, and accessibility of complaint channels have a positive effect on shaping complaining and non-complaining behaviour (Kim *et al.*, 2009; Tronvoll, 2008; Nimako and Mensah, 2012). The results in this study support previous findings but at the same time, suggest that the perceived unwillingness to obtain customer feedback, perceived management ineffectiveness in service recovery, the emotional bond with service providers, and fear of retribution can also influence the non-complaining behaviour of some dissatisfied customers.

The interview responses show that the unwillingness of employees and managers in collecting customer feedback is an obstacle for dissatisfied customers to directly share their feedback with the service providers. Some respondents (P1, P5, P8, P9 and P10) stated that managers or front-line employees appeared to be busy and were not so keen on approaching customers for any feedback. One respondent (P10) said that the restaurant manager was not interested in their feedback because he rushed them to free the table for new customers. This view confirms the results of some CCB studies that the responsiveness of service providers is an important factor affecting customer complaints (Jacoby and Jarrard, 1981; Richins, 1983; Voorhees, Brady and Horowitz, 2006).

Perceived complaints that rarely lead to service recovery were also identified as an SER-related reason for not complaining. Some respondents (P9, P19 and P20) mentioned that the management did not take appropriate measures to correct the problems they had previously complained about. Thus, they believed that the feedback provided to the hotel or restaurant manager would not bring about any changes. In addition, after witnessing a manager's inappropriate behaviour (e.g., scolding a waitress in front of a customer to make her feel embarrassed, hiding in the kitchen instead of offering help, and treating customers in an unfriendly manner) or reading negative reviews about the service provider on online platforms, respondents believed that the service provider would not appropriately handle their complaints, and it was therefore useless to voice a complaint. Based on these responses, respondents were first disappointed by unsatisfactory service experiences and further disappointed by the manager's ineffectiveness in handling the service failure. The results are closely related to the concept of 'double deviation' in service failure scenarios (Bitner, Booms, and Tetreault, 1990). In simpler terms, respondents were first faced with an initial service failure but they further faced a failed service recovery response from the service provider. It is important to note that failed service recovery after the initial service failure arouses more negative emotions such as anger, which will then lead to higher customer dissatisfaction and the customers may not come back again.

The availability of feedback channels is a key prerequisite in encouraging customer complaints. Notably, one respondent (P14) mentioned that the front-line employees and managers seemed to be busy. She chose to find a feedback card to write a review, but she could not find any feedback cards in the restaurant, while another respondent (P17) said that the hotel did not provide feedback channels other than complaining

directly to the receptionist. In line with the literature, a lack of feedback channels prevents customers from expressing their dissatisfaction (Bearden and Teel, 1983; Day *et al.*, 1981). In view of this, service providers must ensure that various feedback mechanisms are properly in place on the premises so that customers can easily express their complaints and reduce confrontations with employees or managers.

Interestingly, one respondent (P4) revealed that she did not complain because she was worried about possible retribution from the service provider. She believed that employees would 'punish' customers who complained about employee misconduct by adulterating the food to sabotage the complaining customer. Although this view is supported by only a few academic studies (e.g., Bunker and Bradley, 2007; Bunker and Ball, 2009; Taylor *et al.*, 2020), it is quite probable that this feeling of 'powerlessness' is a commonly held opinion among non-complainers and highlights the importance that service providers should place on establishing trustworthy and safe feedback systems in their operations. Most importantly, they should forge a trusting relationship with the customer from the outset of the service experience.

Furthermore, two respondents (P4 and P7) indicated that they did not complain because they feared that their long-term relationship with the service provider would be negatively affected. Past research has shown that emotional bonds may reduce the willingness of customers to complain to service providers (Tax *et al.*, 1998; Dewitt and Brady, 2003; Mittal *et al.*, 2008). Consistent with this notion, this study found that instead of voicing their dissatisfaction, respondents tend to be more 'forgiving' and remain silent because the personal bond between them and the service provider has greater value than the service provided. On the other hand, one respondent (P10)

indicated that she did not complain about the service because she could not find a substitute service provider who could offer the same cuisine. Therefore, to get her favourite food, she tolerated the bad service. This underscores what was discussed above about the 'powerlessness' that some customers may feel in their relationship with their service providers, which eventually leads to non-complaining behaviour.

Although these SERs have more significance for management teams, they may also enhance scholars' understanding of the importance of SERs as organisational barriers that hinder complaints.

#### **6.4 The Non-Determinants of Intention not to Complain and Non-Complaining Behaviour**

Regarding Hypothesis 4, the regression path showed that perceived control of complaining circumstances has a negative and statistically insignificant moderating effect on the intention-behaviour relationship ( $\beta = -0.024$ ;  $p > 0.05$ ). This means that there is insufficient evidence to support the hypothesis that the perceived control of complaining circumstances has a positive moderating effect on the intention-behaviour relationship because there is no positive effect, and there is no statistical significance level to prove and draw conclusion about the existence of a moderating effect. Therefore, the moderator hypothesis was not supported. According to the RAA theory, instead of directly affecting behaviour, perceived behavioural control is theorised to act as a moderator of the intention-behaviour relation (Ajzen, 2012; Fishbein, 2000; Fishbein and Ajzen 2010). This means that when people intend to perform a behaviour, they should be more likely to act according to their intentions when the degree of

perceived control over the performance of behaviour is high, rather than when the degree of perceived control is low (Yzer, 2012). However, the contradicting result in this study showed that this was not true for the participants in this study thus challenging this premise of the RAA when it comes to the moderating effects of perceived control of complaining circumstances on the intention-behaviour relationship. Having said that, the results are complementary to the findings of other studies, that is, the interaction term of perceived behavioural control between intention and behaviour is usually not significant (Armitage and Conner, 2001; Yang-Wallentin *et al.*, 2004). One of the possible reasons for the inconsistent results in this study is the fact that the participants' perceived control of complaining circumstances vary across situations and actions, which leads to different perceptions of behavioural control by each participant according to the situation. For instances, the personal experience in dealing with dissatisfaction, the perceived degree of obstacles, different levels of self-confidence and the ability to perform behaviour will increase or decrease the level of perceived ability of the person to carry out the behaviour (Ajzen, 2002), something that, which may require further investigation in the future.

On the other hand, two hypotheses (H6 and H8) related to the actual control of complaining circumstances were rejected. For Hypothesis 6, the regression analysis results showed that actual control of complaining circumstances has a negative but significant influence on the perceived control ( $\beta = -0.122$ ,  $p < 0.01$ ). The standardised beta coefficient ( $\beta$ ) is measured in units of standard deviation and indicated that a beta value of -0.122 for 'actual control of complaining circumstances' variable shows that a change of one standard deviation in the 'actual control of complaining circumstances' variable results in a 0.122 standard deviations decrease in the 'perceived control of

complaining circumstances' variable. This means that by increasing or improving the actual control of complaining circumstances (e.g., skills, knowledge and abilities to complain), the perceived control to complaining circumstances would be decreased. The RAA theory postulates that actual control influences perceived behavioural control (Ajzen, 2020). This means that an individual who has the requisite skills and knowledge about behaviour will have higher perceived control and ability to engage in the behaviour. Conversely, an individual who has a lack of actual control thus has lower perceived control of the behaviour. However, the results of this study indicated that for the participants in this study, this is not the case, because increasing the actual control of the complaining circumstances (e.g., skills, knowledge and abilities to complain) will therefore reduce the perceived control of the complaining circumstances, thus contradicts the RAA assumptions that perceived control reflects actual control, or actual control reflects perceived control. One possible explanation for this contradictory result is that the actual control of the complaining circumstances has no positive influence on the perceived control of the complaining circumstances but has a direct influence on non-complaining behaviour itself.

For Hypothesis 8, the regression path showed that actual control of complaining circumstances has a positive but statistically insignificant moderating effect on the intention-behaviour relationship ( $\beta = 0.059$ ;  $p > 0.05$ ). In other words, there is insufficient evidence to support this hypothesis because the actual control of complaining circumstances has no statistical significance level to prove and conclude that the moderating effect exists in the intention-behaviour relationship. According to the RAA theory, 'the stronger the intention, the more likely it is that the behaviour will be carried out. It is well recognized, however, that lack of requisite skills and abilities,

or presence of environmental constraints, can prevent people from acting on their intentions' (Fishbein and Ajzen, 2010, p.21). This means that among those who have the intentions to perform a specific behaviour, those with a higher level of actual control (e.g., skills and abilities) may perform the target behaviour more than those with lower actual control. However, the results of this study indicated that this was not true for the participants in this study thus challenging this premise of the RAA when it comes to the moderating effects of actual control of complaining circumstances on the intention-behaviour relationship. Since the results are not statistically significant, further research is needed to re-evaluate the specific skills, abilities, environmental barriers, and facilitating factors or barriers that affect the intention not to complain and non-complaining behaviour.



## **6.5 A Refined Model of Customer Non-Complaining Behaviour**

Extant customer complaining behaviour models have been based on a post-purchase behaviour perspective that was essentially derived from taking 'action' or 'no action' for dissatisfaction to explain subsequent CCB responses (Day and Landon, 1977; Singh, 1988). These CCB models captured various forms of complaining, but the conceptualisation of CNCB and the reasons why some people do not complain have been relatively unclear. This study addressed this knowledge gap by explaining how a person decides not to complain through the extended RAA model of CNCB.

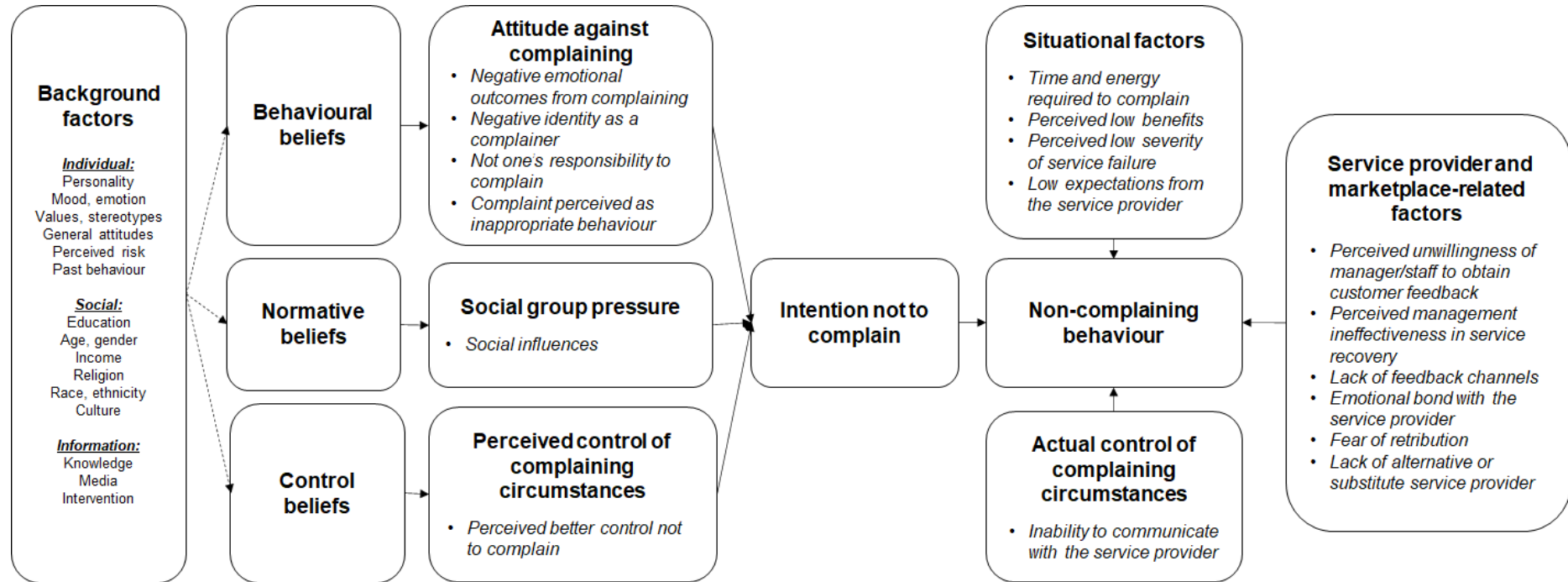
Overall, the proposed model aligns with Fishbein and Ajzen (2010) RAA theory, acknowledging the variables such as attitude, perceived norm, and perceived behavioural control are the independent predictors of behavioural intention; and behavioural intention and actual control are the factors used to determine behaviour, but also proved its applicability in measuring other additional constructs such as situational factors and service provider and marketplace-related factors. The findings also provide support to Crie (2003) and Stephens and Gwinner (1998) who stated that some initiating and modulating factors affect the initial evaluation and decision-making stage of dissatisfied customers and influence their decision to complain.

Using the empirical findings of this research to explain how the initiating and modulating factors interacts in the extended RAA model, the non-complaining behaviour of dissatisfied customers become a more complex yet rational phenomenon. This study viewed CNCB as a dynamic evaluation process that consists of a series of activities rather than instantaneous phenomena. Perceived dissatisfaction triggers CCB and CNCB, but dissatisfaction is not sufficient to cause customers to complain

or not to complain. The non-complaining behaviour is an outcome of a process of cognitive and emotional evaluations under the influence of initiating and modulating factors. The extended RAA model explains that dissatisfied customers' intention not to complain can be influenced by three initiating factors: attitude against complaining, social group pressure, and perceived control of complaining circumstances. The empirical results in this study show that dissatisfied customers' intention not to complain is more influenced by their existing attitude against complaining and less by concern for others' negative views of complaining or their perceived control of non-complaining behaviour. Then, the primary intention not to complain is then the object of various modulating factors to determine the outcome of the behaviour- non-complaining behaviour. These modulating factors include actual control of complaining circumstances, situational factors and, service provider and marketplace-related factors. Although dissatisfied customers might have the intention not to complain, their non-complaining behaviour could be determined by their actual control of complaining circumstances (e.g., the inability to communicate with the service provider), situational constraints (e.g., the time and energy required to complain, perceived low benefits, perceived low severity of the service failure, and low expectations from the service provider) or service provider and marketplace-related barriers to complaining (e.g., perceived unwillingness of manager to obtain customer feedback, perceived management ineffectiveness in service recovery, lack of feedback channels, fear of retribution, an emotional bond with the service provider, and the lack of an alternative or substitute service provider). In this study, the results show that actual control of complaining circumstances is the most significant determinant of non-complaining behaviour, followed by situational factors, intention not to complain and, service provider and marketplace-related factors.

Given the significance of study variables and the empirically tested relationships among them, the proposed conceptual model has been revised and the extended RAA model of CNCB is presented in Figure 6.1.

Figure 6. 1: The extended RAA model of CNCB



## CHAPTER 7: CONCLUSION

The last chapter summarizes the research and highlights the key findings in this study before specifying its contributions to knowledge and practice. The chapter closes some suggestions for further research.

### **7.1 Overview of the Study**

This study set out to identify and explain the factors that influence the non-complaining intention and behaviour of dissatisfied customers through an extended model of the reasoned action approach (RAA). More specifically, four research questions were embedded within this research aim:

1. How effective is the RAA model in examining the factors that influence non-complaining intention and behaviour?
2. What are the factors that determine non-complaining intention and behaviour?
3. Which factors are more important when determining non-complaining intention and behaviour?
4. How do these factors influence non-complaining intention and behaviour?

To achieve the research aim and address the research questions, a comprehensive review of existing customer complaining behaviour (CCB) literature was conducted. The literature shows that a large amount of research has primarily focused on the taxonomy of complaining behaviour, antecedents of CCB and the development and expansion of CCB models to capture various behavioural responses. However, extant research has not yet thoroughly explored the concept of customer non-complaining

behaviour (CNCB) and the factors that affect non-complainers' non-complaining intention and behaviour. As a result, the reasons why some dissatisfied customers do not complain directly to service providers remain unclear. Through a review of relevant academic and practitioner literature, a complete list of the typology of factors that may affect CNCB was developed. These factors include (1) individual factors, (2) situational factors, (3) service provider and marketplace-related factors, (4) social factors, and (5) resource-related factors. These factors were then modified and incorporated into the RAA model to examine their effects on non-complaining intention and behaviour.

The literature review showed that most CCB studies investigating complaining intention are based on four theoretical models: the theory of reasoned action (TRA; Ajzen and Fishbein, 1980), the theory of planned behaviour (TPB; Ajzen, 1987), the theory of trying (TT; Bagozzi and Warshaw, 1990) and the theory of trying to complain (TTC; Lervik-Olsen, Andreassen and Streukens, 2016). One commonality between these models is that the TPB builds on the TRA, the TTC builds on the TT, and the TT builds on TPB. Most scholars employed the TPB as the fundamental model for guiding the research on complaining intention. The RAA is the most recent formulation of the theory of reasoned action and the theory of planned behaviour (Fishbein and Ajzen, 2010). It is, therefore, arguably, RAA has the potential to examine non-complaining intention and behaviour.

Using the RAA model as a starting point, more relevant factors identified from the literature (e.g., situational factors, actual control of complaining circumstances and service provider and marketplace-related factors) have been incorporated into the conceptual model for empirical testing. Based on the conceptual extended RAA model

of CNCB, 10 hypotheses have been outlined. Subsequently, a two-stage fieldwork with non-complainers was undertaken to determine the significant factors that influence their non-complaining intention and behaviour. In the first stage, 555 surveys were collected to determine the effectiveness of the extended RAA model and the factors influencing non-complaining intention and behaviour of dissatisfied customers. In the second stage, 20 semi-structured interviews were conducted to gain a deeper understanding of how these factors influenced respondents' non-complaining intention and behaviour.

The analysis of the collected data yielded a number of significant findings on the factors that determine the non-complaining intention and behaviour of dissatisfied customers, which were discussed and presented in Chapter 6. The research questions addressed include the following:

RQ1.Regarding the effectiveness of the proposed model, the results show that the extended RAA model of CNCB is a valid model to explain the non-complaining intention and behaviour. In fact, the variables in the framework include attitude against complaining (ACC), social group pressure (SGP), perceived control of complaining circumstances (PCOCC), intention not to complain (INTEN), situational factors (SIT), service provider and marketplace-related factors (SER), actual control of complaining circumstances (ACOCC) proved to be statistically significant in explaining non-complaining behaviour (see Section 4.6.1).

RQ2.With regards to what factors influence non-complaining intention and behaviour, the results indicated that three variables– attitude against complaining, social group pressure, perceived control of complaining circumstances have a significant and positive influence on intention not to complain. The RAA states

that intention is the best determinant of behaviour. The present study supports that although dissatisfied customers have been inclined not to complain, but their non-complaining behaviour is predominantly determined by:

- iii. actual control of complaining circumstances (e.g., the inability to communicate with the service provider due to their lack of knowledge and skills to complain),
- iv. situational factors (e.g., the time and energy required to complain, perceived low benefits, perceived low severity of the service failure, and low expectations from the service provider) and,
- v. service provider and marketplace-related factors (e.g., perceived unwillingness of manager to obtain customer feedback, perceived management ineffectiveness in service recovery, lack of feedback channels, fear of retribution, an emotional bond with the service provider, and the lack of an alternative or substitute service provider).

Interestingly, the structural regression result showed that the additional construct of service provider and marketplace-related factors has no effect on determining non-complaining behaviour, but the interview responses provided different insights into how respondents' non-complaining behaviour was driven by service provider and marketplace-related factors. This is why these factors were incorporated in the final model of this thesis. On the other hand, the RAA theory postulates that moderating variables such as PCOCC and ACOCC affect the intention-behaviour relationship, and ACOCC is theorised to affect PCOCC. However, the results showed that this was not true for the participants in this



study thus challenging this premise of the RAA when it comes to non-complaining behaviour, something that, perhaps, need to be further investigated in the future.

RQ3. Concerning which factors are more important when determining non-complaining intention and behaviour, the results showed that among the three factors that determine intention not to complain, the effect of attitude against complaining was stronger than the effect of the social group pressure and the perceived control of complaining circumstances. This means that non-complainers' attitude against complaining carry more weight in their intention not to complain than social influences or their perceived control over non-complaining behaviour. Ultimately, the results showed that among the factors that determine the non-complaining behaviour, the effect of actual control of complaining circumstances was stronger than situational factors, intention not to complain and, service provider and marketplace-related factors. In other words, dissatisfied customers may have been inclined not to complain due to their overall attitude, social influence and behavioural control (intention not to complain), but it is their predominantly lack the actual control to communicate feedback to the service provider, their perceived situational constraints and barriers that related to service provider and marketplace-related that finally shape their decision not to complain.

RQ4. In terms of how these factors influence non-complaining intention and behaviour, the present study viewed CNCB as a dynamic evaluation process that consists of a series of activities rather than as an instantaneous phenomenon. Dissatisfaction triggers the evaluation process of whether to complain, but dissatisfaction alone is not enough to cause a dissatisfied customer to complain. Non-complaining behaviour is the outcome of a process of cognitive and

emotional evaluations influenced by initiating and modulating factors. The extended RAA model explains that under the influence of initiating factors such as an attitude against complaining, social group pressure, and perceived control of complaining circumstances, dissatisfied customers' intention not to complain is more influenced by their existing negative predisposition towards complaining and less by concern for others' negative views of complaining or their perceived control of complaining circumstances. However, their primary intention not to complain is then affected by other modulating factors (e.g., ACOCC, SIT and SER), which in turn determine their non-complaining behaviour.

This chapter aims to drawing these findings together and conclude the study by highlighting its theoretical and practical contributions and by offering several recommendations to service providers and to researchers for further studies.

## **7.2 Contributions to the Body of Knowledge**

This is the first study to empirically examine customer non-complaining behaviour by determining and explaining the factors that influence non-complaining intention and behaviour through an extended RAA model. More importantly, this thesis recognises the value of understanding customer non-complaining behaviour from the perspective of non-complainers and explains non-complaining behaviour through relevant factors identified in the CCB literature. Specifically, this research has made the following theoretical contributions to the study of customer complaining behaviour:

1. *The need for an extended reasoned action approach for customer non-complaining behaviour*

The conceptual starting point of this study was to use Fishbein and Ajzen's (2010) RAA model to explore non-complaining behaviour. The RAA model has been used to explore a wide range of human behaviours, including CCB. However, to the knowledge of the researcher, no studies in the domain of CCB adopted RAA to explore non-complaining behaviour.

RAA proved to be a sufficient model to explain why people complain but has not been explored to explain why people do not complain. According to the RAA, attitude, perceived norm, and perceived behavioural control are the lone predictors of intention; intention and actual control are the factors used to determine behaviour; while actual control and perceived behavioural control moderates the effects of intention on behaviour, have been proven insufficient for this study. One reason for this was that the literature review indicated that there are other potential factors could affect the non-complaining behaviour. This thesis incorporated these factors (i.e., situational factors and, service provider and marketplace-related factors) in an extended RAA model to measure its appropriateness in determining non-complaining intention and behaviour of dissatisfied customers. The results showed that the inclusion of additional factors was supported and that these factors have improved the predictive power of the model and enhanced understanding of the non-complaining intention and behaviour of dissatisfied customers.

Therefore, in order to explain and, in the future investigation of non-complaining behaviour, this extended version of the RAA model of CNCB includes eight variables: attitude against complaining, social group pressure, perceived control of complaining circumstances, intention not to complain, situational factors, service provider and marketplace-related factors, actual control of complaining circumstances, non-complaining behaviour can explain 82% of the total variance in non-complaining behaviour. Past studies have shown that the RAA (or its early variant of TPB) only explained 26–36 % of the variance in behaviour (Burucuoglu and Bulut, 2016; Lervik-Olsen, Andreassen and Streukens, 2016). The higher percentages achieved in this study indicated that the model has a stronger strength of association between the model and the variables, thus providing a better prediction and explanatory power of the non-complaining intention and behaviour.

## *2. Factors that influence non-complaining intention and behaviour*

This thesis also provides better clarity on the factors that actually shape non-complaining intention and behaviour. Each factor can initiate a chain reaction in the consumer's mind and its impact on their non-complaining behaviour may be direct or indirect. The study went deeper on that matter in order to investigate which of these factors affect the decision not to complain and how.

### *(i) Attitude against complaining (AAC)*

Attitude against complaining is the non-complainer's predisposition not to complain to the service provider. The findings showed that attitude against complaining has a positive and significant influence on the intention not to complain, which is consistent

with the past CCB studies (e.g., Bearden and Mason, 1984; Kim *et al.*, 2003; Voorhees and Brady, 2005).

One thing that we knew about negative pre-disposition towards complaining was that certain beliefs that do not favour complaining include worrying that complaints may also cause negative impressions and feelings among people who are with the complainer (Chang and Chin, 2011; Lervik-Olsen, Andreassen and Streukens, 2016; Mukhtiar *et al.*, 2013), something that was also confirmed by this study. Many participants in this study worried that expressing dissatisfaction to the service providers would not only trigger more negative emotions for themselves but also for those around them, and, therefore, they are negatively predisposed towards complaining.

On the other hand, some new insights about attitude against complaining emerged in this study. The findings also suggest that they do not feel that they have a duty or responsibility to inform the service provider about the service failures that caused their dissatisfaction. The finding contradicts with past studies showing that customers are more likely to complain to the party responsible for a problem (Andreassen, 1988; Coyle, 1999; Folkes, 1984). Furthermore, the study also showed that this negative predisposition towards complaining is the dominant factor that influences non-complaining behaviour more than, for example social norms or perceived behavioural control.

(ii) *Social group pressure (SGP)*

Social group pressure is understood as the perceived social pressure of one or a group of individuals to engage in the non-complaining behaviour. The findings in this study showed that social group pressure has a positive and significant effect on the intention not to complain, which is consistent with CCB studies (Chang and Chin, 2011; Lervik-Olsen, Andreassen and Streukens, 2016; Mukhtiar *et al.*, 2013). One thing we learned from the CCB literature is that the contribution of social pressure and any given reference opinion affects whether a person complains (Bearden, Netemeyer and Teel, 1989; Jones, McCleary and Lepisto, 2002; Zhao and Othman, 2011). This study confirmed that dissatisfied customers are most likely to demonstrate non-complaining behaviour because it is seen as socially acceptable by others who they value, respect and admire, including their close family members and spouses. Furthering the understanding of social influence on non-complaining behaviour, this study shows that dissatisfied customers are not only influenced by others' negative views about complaining, but they also choose to comply with others' advice not to complain. This finding links to the concepts of 'mirroring' the actions of others (Kuhbandner, Pekrun and Maier, 2010) and motivation to comply (Fishbein and Ajzen, 2010), which hold that people agree with their referents and follow their behaviours.

(iii) *Perceived control of complaining circumstances(PCOCC)*

This study defines PCOCC as a non-complainer's belief in their ability to control and make a decision not to complain. The results show that PCOCC has a positive and significant effect on intention not to complain which is consistent with CCB studies (Chang and Chin, 2011; Lervik-Olsen, Andreassen and Streukens, 2016; Mukhtiar *et al.*, 2013). In the RAA theory, PBC refers to 'people's perceptions of the degree to

which they are capable of, or have control over, performing a given behaviour' (Fishbein and Ajzen, 2010, p.64). This study confirmed the notion of Fishbein and Ajzen and suggested that dissatisfied customers have a highly perceived control of non-complaining behaviour, driven, on the one hand, by their strong convictions against complaining and their ability not to be influenced by others and, on the other hand, by their discomfort to express their dissatisfaction when the negative incident occurred, which in turn determine their unwillingness to engage in complaining behaviour.

(iv) *Actual control of complaining circumstances (ACOCC)*

In this study, ACOCC is described as a lack of resources for non-complainers to engage in complaining, including skills, knowledge and the ability to channel their complaints to the service provider. ACOCC is more important than other variables (e.g., SITs, INTEN and SERs) and represents the greatest barrier preventing non-complainers from complaining. This finding is in line with the RAA's assumption that a person must have the necessary resources to overcome potential obstacles in order to perform a given behaviour (Fishbein and Ajzen, 2010). The empirical evidence of this study indicated that some dissatisfied customers choose to remain silent is closely related to their inability to communicate service problems directly to the service provider. Some CCB studies suggested that dissatisfied customers tend not to complain if they cannot explain their reason for complaining and support their arguments (Tronvoll, 2012; Voorhees, Brady and Horowitz, 2006) or have little previous experience with or knowledge about the product or brand (Day *et al.*, 1981).

This study expands existing knowledge in the CCB literature by providing more insight into non-complainers' actual control of complaining circumstances. This study found that some non-complainers were prevented from complaining due to a lack of awareness of other feedback channels and who to complain to (as opposed to a lack of knowledge about the product or brand). One non-complainer was unable to complain because he lacked an understanding of appropriate service standards and requirements and therefore could not support his views on the service failures. Additionally, there was a single instance in which a respondent was unable to complain due to a language barrier. The fact that ACOCC is more significant than other factors (e.g., INTEN, SITs and SERs) enhances scholars' knowledge of how an individual's skills, knowledge and ability could impede their complaining behaviour.

(v) *Situational factors (SIT)*

Situational factors refer to specific situations in a given environment that could prevent dissatisfied customers from complaining. Existing literature shows that SITs affecting CCB include expectations of the complaining process, attributions of responsibility for a problem, perceived dissatisfaction and the likelihood of successful complaints (Andreasen, 1988; Day, 1984; Folkes, 1984; Richins, 1985; Singh, 1989). Because past CCB studies have focused on SITs from complainers' perspectives, these factors are inappropriate for explanation of non-complainers' non-complaining behaviour. To address this literature gap, five measurement items related to situational factors have been added into the extended RAA model to examine these factors' effects on non-complaining behaviour. These measurement items include the time and effort required to complain, the cost of the product or service, the benefits from complaining, the



perceived importance of the product or service to the customer and the severity of the service failure.

This study yielded several notable insights related to the role of situational factors in affecting non-complaining behaviour. Most non-complainers were unwilling to spend time and energy complaining because they felt that complaining was a hassle and they did not intend to return, . Non-complainers also felt they should obtain certain benefits or monetary compensation (e.g., free food/beverage vouchers or full refunds) from sharing their feedback with the service provider. Additionally, some suggested that if the service provider could offer immediate service recovery and apologise sincerely, monetary compensation would be unnecessary. Lastly, non-complainers' decisions not to complain were closely related to the severity of the problem: if the respondent considered it a small problem or minor mistake, there was no reason to complain. Understanding these SITs for non-complaining deepens scholars' understanding of why different customers behave differently in similarly dissatisfying situations and what may hinder complaining behaviour in a given environment.

(vi) *Service provider and marketplace-related factors (SER)*

In this study, SERs are considered organisational barriers that can prevent dissatisfied customers from complaining and that are controlled by the service provider or company itself. CCB studies have shown that SERs such as the type of establishment, the reputation of the establishment, the reliability and responsiveness of the service provider and the accessibility of complaint channels have a positive effect on shaping CCB (Kim *et al.*, 2003; Tronvoll, 2008; Nimako and Mensah, 2012). This study

supports previous findings that a lack of feedback channels (the accessibility of complaint channels) prevents customers from expressing their dissatisfaction.

This study shows that the emergence of more non-complaining reasons related to service provider and marketplace that can expand the scope of knowledge in the existing CCB literature. Firstly, the unwillingness of employees and managers to collect customer feedback is an obstacle for dissatisfied customers to directly share their feedback with service providers. Moreover, customers may perceive management to be ineffective in the service recovery and thus feel that it is useless to voice a complaint. Customers may fear possible retribution from the service provider and worry that employees would 'punish' customers who complain by, for example, adulterating food to sabotage the complaining customer. Customers may also fear that the long-term relationship between themselves and the service provider would be negatively affected by a complaint. Finally, dissatisfied customers may be willing to ignore poor service levels because there are no alternative service providers. Although these SERs have more significance for management teams, they may also enhance scholars' understanding of the importance of SERs as organisational barriers that hinder complaints.

### 7.3 Managerial Implications

The findings of this study are useful for service providers aiming to encourage customer feedback among non-complainers. By understanding the cognitive process that non-complainers undergo when deciding not to complain, service providers can design appropriate organisational measures to help non-complainers express their dissatisfaction. Additionally, eliminating factors that impede complaints could encourage more non-complainers to share their feedback more easily. While managers have little to no control over the individual characteristics that affect the complaining decisions of non-complainers, they do control their own customer feedback and complaint management systems. Changing non-complainers into complainers must begin with the necessary organisational change initiatives to eliminate the factors identified that hinder complaining. The present study has the following managerial implications for service providers.

*(i) Manager and staff proactiveness is key to success*

This research shows that the unwillingness of frontline employees and managers to collect customer feedback is an obstacle to dissatisfied customers sharing feedback directly with service providers. Some non-complainers stated that managers or customer-facing employees appeared to be busy and were not interested in approaching customers for feedback, while other non-complainers commented that they were unwilling to take the time to fill out a feedback card unless they were specifically asked. Given that CNCB is an invisible behaviour that cannot be easily observed by a third party, it is almost impossible to identify non-complainers. The findings from this study call for service providers' active participation in identifying non-complainers. Service providers must be attentive and look for signals of customer

dissatisfaction, such as unhappy facial expressions. Frontline employees and managers must also adopt a friendly manner to better interact with dissatisfied customers and proactively solicit feedback. One respondent (P1) suggested that the manager could visit every table in their restaurant to provide customers with more opportunities to interact and share their feedback. Furthermore, as suggested by Davidow and Dacin (1997), managers should ask what can be done to serve customers better, rather than asking customers whether their meals are satisfactory (to which the answer is often simply 'yes').

*(ii) Establish long-term service improvement efforts and a customer engagement system*

Attitude against complaining being a more important than social group pressure and perceived control of complaining circumstances in determining intention not to complain. As such, service providers should prioritise organisational initiatives to ameliorate negative attitudes towards complaining. Based on the findings, service providers must first recognise that non-complainers' attitude against complaining is driven by anticipated negative emotional outcomes from complaining and the perceptions that it is not one's responsibility to complain and that complaining is an inappropriate behaviour. Negative attitudes toward complaining are formed over time and likewise require time to become positive. Therefore, long-term, targeted service improvement efforts are needed to encourage complaining, and this study calls for greater allocation of time, money and manpower to execute these efforts.

Various behavioural interventions can be implemented to change attitude against complaining. For example, service providers could train employees in the necessary skills to respond quickly to customer feedback and to handle complaints. Furthermore, service providers could create a positive, open complaint environment by proactively approaching customers to solicit feedback. Finally, to prevent customers from remaining silent as a coping method to safeguard their emotions, service providers can establish other communication channels to encourage customers who do not want to make public complaints to complain to the service provider after the service is complete. Creating a feedback-friendly environment that improves the complaining experience will help to foster more favourable attitudes towards complaining and increase non-complainers' willingness to speak up.

The findings also revealed that non-complainers worried that employees might 'punish' complaining customers by adulterating food to sabotage the complaining customer; this concern highlights the need for service providers to establish trustworthy and safe feedback systems. Service providers are therefore recommended to respond to service issues in a timely manner and to follow up on feedback to help strengthen trust and establish positive attitudes towards complaining.

*(iii) Implement educational and persuasive messages to encourage non-complainers to share feedback*

The findings show that social influences are also a determinant of intention not to complain. Non-complainers were not only influenced by others' predisposition against complaining, but they also chose to comply with others' advice not to complain. From a management perspective, to change negative perceptions about complaining

among non-complainers, it is necessary to educate them on the importance of sharing feedback with service providers. For example, informing service providers of problems grants the service provider an opportunity to improve their products and services. Furthermore, to help non-complainers treat complaints as normal, persuasive communication tools such as leaflets and posters can inform customers that the service provider welcomes any form of feedback. Lervik-Olsen, Andreassen and Streukens (2016) suggested that a persuasive message on the poster such as 'If you are satisfied, tell your friends; if you are dissatisfied, tell us' could encourage more dissatisfied customers to complain. At the same time, the interview result shows that non-complainers' decision not to complain was closely related to the low severity of the problem (e.g., one faulty item, a small problem or minor mistake). Although a non-complainer may believe that these issues are not serious, their silence could mean that the service provider misses opportunities to identify service issues. Service providers should therefore use more persuasive messages to convince customers that no failure is a 'small' failure and encourage customers to share their feedback with the service provider.

*(iv) Make it easier to provide feedback*

The study reveals that although dissatisfied customers had the intention to complain, their decision not to complain was closely related to their inability to communicate service problems directly to the service provider. They were unable to communicate their complaints to the management because they lacked knowledge on where, how and who to complain to and did not know the appropriate service standards or requirements. Managerially, these findings reinforce the importance of making feedback sharing and complaint procedures as visible as possible, thereby

encouraging dissatisfied customers with low perceived control and actual control to complain accordingly. Past literature has shown that having a comment and feedback area, posters on the wall, stickers on the door, or business cards with feedback options can help demonstrate that the service provider is eager to listen to customer feedback. These tools also make it easier for customers to leave feedback at their own convenience.

The results also reveal that some dissatisfied customers made judgments refuting the value of complaining because expressing dissatisfaction with the service provider involved time and effort. In view of these factors, it is recommended that service providers reduce the time and effort required to complain by simplifying complaint procedures. Establishing various online and offline feedback channels (e.g., toll-free phone numbers, company website, social media platforms, mobile app live chat, email, etc.) will enable dissatisfied customers to choose the cheapest complaint channel and use it at their convenience. To solve the problem that a non-complainer is unable to complain due to language barriers, providing feedback channels in multiple languages can make complaints easier and prompt more feedback.

*(v) Offer incentives to encourage feedback*

Some dissatisfied customers were found reluctant to share feedback because they felt that sharing feedback did not provide any substantial benefits. Thus, it is recommended that service providers offer appropriate benefits to entice customers to share their feedback. Service providers could offer customers who are willing to share feedback a token of appreciation, such as complimentary dessert, drink or voucher to be used for their next visit. Complimentary food or drink will make them feel rewarded

for sharing their feedback, while a voucher will encourage them to return for another visit.

Some dissatisfied customers suggested that if the service provider could offer immediate service recovery and apologise 'sincerely', monetary compensation would be unnecessary. For service recovery initiatives, managers should not only focus on service recovery itself but also on dissatisfied customers' views of 'justice' or fairness; in this respect, involving dissatisfied customers in the recovery process and letting them decide on fair compensation would better help meet their expectations.

*(vi) Monitor and reinforce the compliance of complaint handling policies and procedures*

This study determined that one reason for not complaining is that some dissatisfied customers believed that complaints rarely lead to service recovery. Respondents mentioned that management had not taken appropriate measures to correct problems they had previously complained about. In some cases, after witnessing a manager's inappropriate behaviour (see Section 5.2.5), respondents believed that the service provider would not handle their complaints in an appropriate manner, and it was thus useless to voice a complaint. Managerially, if employees do not comply with established complaint handling policies and procedures, service providers should monitor and reinforce the compliance of existing policies and procedures to avoid the double-deviation effects (customers are doubly faced with service failures- the initial service failure and the failed service recovery) observed in this study. Customer complaint handling policies and procedures should be included in the employee/manager handbook, and all employees must fully understand their role in



handling customer complaints. Additionally, it is necessary to provide service training to all employees regarding collecting complaints and customer complaint handling procedures. If customer complaints are handled properly, this enhances the trustworthiness of the service provider and eliminate the negative perception that complaints rarely lead to service recovery.

#### **7.4 Directions for Future Research**

The suggestions provided below suggest possible directions for extending the current body of knowledge on non-complaining behaviour.

The RAA theory not only used as a theoretical framework to identify the key underlying factors that influence intention and behaviour, but it can also be used to account for behaviour change (Ajzen, 2012; Ajzen and Albarracin, 2007; Fishbein and Ajzen, 2010). Since the present study have identified the factors that influence the non-complaining intention and behaviour, as a suggestion for future research, future research project could focus on exploring different strategies and interventions to influence the underlying factors that initiate behaviour change. As suggested in the RAA theory, 'to help these individuals carry out their intentions, we must identify the critical internal and external control factors that prevent them from performing the behaviour and design intervention to deal with these factors' (Fishbein and Ajzen, 2010, p.335). Under this assumption, the same constructs identified in this study can be used to design behavioural interventions by changing the individual's beliefs, attitudes, intentions, and etc, so that the behaviour changes from non-complaining to complaining. In other words, based on the results of this study, future research can

focus on exploring appropriate behavioural interventions to help customers to share their feedback, it is necessary to eliminate the factors that hinder their complaining behaviour. In addition, in pursuing a RAA theory to intervention development, past studies successfully have shown that changes in behaviour can be achieved by inducing favourable attitudes (Katz, 1960; Schiffman and Wisenblit, 2015) or norms or perceived control (Albarracin *et al.*, 2003; Albarracin *et al.*, 2005), changing behaviour by changing intention to the behaviour (Webb and Sheeran, 2006) and increasing skills or reducing environmental barriers (Fishbein and Ajzen, 2010; Ojo *et al.*, 2019). Although this thesis proposes a series of potential interventions to enable service providers to change the non-complaining behaviour of dissatisfied customers and encourage them to share their negative service experiences, but these interventions have not been empirically tested. Therefore, a comprehensive future research is required to examine the validity and practicality of these behavioural interventions.

The empirical evidence in this study has proven that the proposed extended RAA model of CNCB is an effective model for further research. The extended RAA model of CNCB can serve as a foundation for future research on the relationship between non-complaining intention and behaviour and other potential factors. To build on the findings of this study, new variables can be added to the extended RAA model to provide a more explanation of non-complaining behaviour. Several consumer behaviour studies have incorporated a wide range of variables (e.g., moral, perceived value, willingness to pay premium, etc) into the RAA or TPB model and proved that it is a significant predictive model to explain the behaviour (Tan, Ooi and Goh, 2017; Yadav and Pathak, 2017; Londono, Elms and Davies, 2017). Also, the CCB study conducted by Zhao and Othman (2011) also reveal that new variables (e.g., societal

benefits and probability of successful complaint) included in the TPB model have proved their usefulness and applicability in predicting complaint intention of Malaysian consumers. Therefore, new variables can be added to the extended RAA model to examine their effects on non-complaining intention and behaviour.

Although quantitative results show that service provider and marketplace-related factors were statistically insignificant concerning respondents' non-complaining behaviour, the interview analysis gave a different insight (see Section 6.3.2). This study found that the current measurement items used to measure service-provider and marketplace-related factors in the questionnaire could not fully reflect real-life situation. Therefore, for future research purposes, more measurement items can be added to the model to measure the effects of service-provider and marketplace-related factors on non-complaining behaviour. Some studies have revealed that type of store, its reputation, the provider's responsiveness to complaints, the level of friendliness and reliability, and the promptness with which employees handle complaints affect non-complaining behaviour (Jacoby and Jarrard, 1981; Ramphal, 2016; Richins, 1983; Tronvoll, 2012; Voorhees, Brady and Horowitz, 2006). On top of that, new measurements items garnered from interview responses such as perceived unwillingness to obtain customer feedback, perceived management ineffectiveness in service recovery, fear of retribution and emotional bond with the service provider, can be included in the measurements related to service-provider and marketplace for future research. By exploring these variables in the extended RAA model, rich theoretical implications can be generated for non-complaining literature and can yield valuable management implications for service providers. On a separate note, the RAA theory postulates that moderating variables such as perceived control of complaining

circumstances and actual control of complaining circumstances affect the intention-behaviour relationship, and actual control of complaining circumstances is theorised to affect perceived control of complaining circumstances. However, the results indicated that this is not the case for the participants in this study, and further investigation is needed in the future.

One of the limitations identified in this study is that the researcher did not test the complete RAA model (see Section 3.7). Since the model has a large number of variables such as background factors and belief-constructs (e.g., behavioural beliefs, normative beliefs and control beliefs), testing all the relationships between them in the model is beyond the scope of this research project. Fishbein and Ajzen (2010) pointed out that it may not be possible to test a complete RAA model in one study itself. A general point of the RAA theory is that indirect variables such as background factors and beliefs have an indirect effect on the intention to engage in a behaviour but may not have direct effect on the actual behaviour, and not measuring them is not a major threat in this study. Therefore, based on the extended RAA model of CNCB, future studies are encouraged to further explore and understand how indirect constructs including background factors and belief-based factors have an influence on the attitude, perceived norm and perceived behavioural control.

Concerning the targeted sample, as the target respondents in this study were recruited from the hospitality industry (hotels and restaurants), based on the extended RAA model, future research could explore the non-complaining behaviour of dissatisfied customers from other service industries (e.g., healthcare, tourism, education, banking, etc). The future researcher should find this model peculiarly useful for gaining new

insights into the non-complaining behaviour of different groups of dissatisfied customers in different contexts that require different skills and resources to complain. Additionally, since the data collection for this study was conducted in three different countries (Malaysia, India and the United Kingdom) and showed mostly Asian dissatisfied customers not complaining directly to service providers, future research could test the non-complaining intention and behaviour of dissatisfied customers in other countries, regions or continents. In this way, cross-cultural comparative research project could be undertaken to evaluate which factors influence non-complaining behaviour within different cultural contexts.

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## **APPENDICES**



## Appendix 1: The typology of factors that could affect non-complaining behaviour

1.	Individual	a) Demographics	e.g., age, gender, income, education level, place of residence, households, lifecycle stage, ethnicity and socio-economic levels
		b) Psychological	e.g. personal values; attitude towards non-complaining; self-confidence; submissive
		c) Personality	e.g., individual's self-esteem; assertiveness; ambiguity; empathy; previous experience; timid, avoidance over confrontation, natural inclination
		d) Customer Experience	e.g., previous complaining experience
		e) Attitude against complaining	e.g., unfavourable or negative predisposition to complain
		f) Emotional	e.g., attribution of blame; negative emotions
		g) Cultures	e.g., collectivism/ individualism
		h) Loyalty	e.g., ignoring the situation due to loyalty; strong bonds to a business; unwilling to jeopardise their relationship with a business; fear of negative consequences in the relationship with a business
2.	Situational	a) Economic-cost/benefit evaluation	e.g. unwillingness to expend time and efforts to complain; low perceived benefit of complaining; high cost for complaining
		b) Perceived importance of the product/ service	e.g., low/ high prices or quality; unimportance of the product/ service
		c) Seriousness of the problem/ Failure magnitude/ Criticality	e.g., small detail or small problem; lack of criticality; realized the failure after a while and it becomes irrelevant to complain

		d) Likelihood of success complaint outcomes	e.g., unknown outcomes; low probability of success; lack of previous complaining experiences and knowledge
3.	Service Provider and Marketplace-related	a) Type of establishment	e.g., inexpensive; low-class establishment
		b) Reputation	e.g., No good reputable in handling customer complaints
		c) Responsiveness of the staff and manager	e.g., level of responsiveness, friendliness, reliability and promptness of the staff and manager
		d) Organisation-initiated service recovery e)	e.g., lack of service recovery actions
		f) Accessibility	e.g., inability to get in touch with customer service; lack of access to an appropriate complaint channel; complicated or complex complaint channels
		g) Relation with the service provider/ employee	e.g., relationship between the customer and the service provider
		h) Fear of retribution	e.g., complaining customers have been treated rudely, denied service, or worse
		a) Marketplace related	e.g., the degree of competition in the marketplace; availability of alternate products/ services/ service providers
4.	Social	a) Social influences	e.g., social influences from family members, spouse or partner, parents, friends or colleagues
		b) Social climate	e.g., peer pressures; the fear of 'losing face'

5.	Resource-related	a) knowledge	e.g., not knowing where and/or how to complain, uncertain about the standard of service
		b) skills	e.g., inability to argue their reasons for complaining
		c) Time and effort	e.g., Lack of time and effort

## Appendix 2: Participation information sheet, consent form and survey questionnaire



### QUESTIONNAIRE

#### Exploring the Non-Complaining Intention and Behaviour of Dissatisfied Customers: An Extended Reasoned Action Approach

Although dissatisfied customers are expected to voice their complaints to the service provider, recent statistics show that there is an increasing proportion of customers who do not express their dissatisfaction and never return to the business. Past research has thus far focused more on the act of complaining rather than non-complaining. Hence, this study aims to explore the non-complaining behaviour of dissatisfied customers in the hospitality context by determining and explaining the factors that influence non-complaining intention and behaviour through an extended model of the reasoned action approach.

You are invited to participate in this research if you had one negative service experience during the past three months for which you did not complain to the service provider. Specifically, your personal opinion as a dissatisfied customer and the reasons for you not complaining are important in this research.

All the information given in this questionnaire will be kept confidentially and used for academic purpose only. If you are the right candidate for this survey, please confirm and initiate (✓) for the following statements.

Q1. In the past three months, have you stayed in a hotel or dined in a restaurant?

- ☐ Yes. If yes, please proceed to Q2.
- ☐ No. You may discontinue with this questionnaire. Thank you!

Q2. Have you had a negative service experience (i.e. product or service failure) in the hotel or restaurant which you did not complain?

- ☐ Yes. If yes, please recall one of the most critical or unforgettable service experience for which you did not complain and then proceed to answer the questionnaire.
- ☐ No. You may discontinue with this questionnaire. Thank you!

## **Participant Information Sheet (Questionnaire)**

**Project Title:** Exploring the Non-Complaining Intention and Behaviour of Dissatisfied Customers: An Extended Reasoned Action Approach

*You are being invited to take part in a research study about an exploration of dissatisfied customer' non-complaining beliefs, intention and behaviour after a negative service experience in a hospitality context such as hotel or restaurant. Before you decide to take part in this questionnaire, it is important for you to understand why the research is being done and what it will involve. The project has received research ethics clearance by the University of West London. Please take time to read the following information carefully.*

Your participation is voluntary and you may change your mind about being involved or decline to answer a question at any time. You are free to withdraw at any point while filling the questionnaire.

### ***What is the research project about?***

This study aims to explore the non-complaining behaviour of dissatisfied customers in the hospitality context by determining and explaining the factors that influence non-complaining intention and behaviour through an extended model of the reasoned action approach.

### ***Who is being asked to take part, and why?***

You have been asked to participate in this research if you had at least one negative service experience during the past 3-6 months for which you did not complain to the service provider.

### ***What will I be asked to do?***

If you agree to take part in the research, you will participate to complete a questionnaire. The questionnaire will take up to fifteen to thirty minutes. In the questionnaire, you will be asked a sequential of questions in relation to a series of factors that influence your non-complaining intention and behaviour.

### ***Will the research be of any personal benefit to me?***

You, as a dissatisfied and non-complaining customer, your experience could possibly help hotel and restaurant businesses to understand and prioritise the factors that influence non-complaining intention and behaviour. By end of this research, a proposed action framework from this study may facilitate better communication and relationship between the hotel or restaurant businesses and their customers. Hopefully, the hotel and restaurant businesses will be able to engage more dissatisfied customers into the customer feedback process and improve their products and services accordingly.

***What will happen to the information I provide?***

Information gathered during the interview will be treated with confidentiality and anonymity. Data from the conversation will be used in the researcher's project. Your name will be anonymised. You will be asked to read and sign a consent form before you take part in the questionnaire.

Research data must be kept securely at all times, especially when collected in the field before being transferred back to University of West London. Laptops and other devices will be encrypted with password protection. Data may be stored in Google Drive, for which the University has a security agreement.

If you join the research, some parts of the data collected for the research will be looked at by authorised persons from the University of West London who are organising the research. Data may also be looked by authorised people to check that the research is being carried out correctly. All will have a duty of confidentiality to you as a research participant and we will do our best to meet this duty.

Any personal data provided (for example email address or telephone number) will be kept for two years after the end of the research so that we are able to contact you should we need to (unless you advise us that you do not wish to be contacted). All other data (research data) will be kept securely for seven years according to the University of West London's code of research conduct and research ethics. After this time your data will be disposed of securely.

***Contact for Further Information***

If you have any questions or require for more information about this research, please contact the researcher at [21112495@student.uwl.ac.uk](mailto:21112495@student.uwl.ac.uk). If you any concerns about the way in which the study has been conducted, you can contact Research and Enterprise Operations staff by email: [research@uwl.ac.uk](mailto:research@uwl.ac.uk).

## CONSENT FORM

**Project Title:**

Exploring the Non-Complaining Intention and Behaviour of Dissatisfied Customers: An Extended Reasoned Action Approach

Please initial box with ✓ if you agree with the below statement.

- |   |                          |
|---|--------------------------|
| 1. I confirm that I have read and understand the information sheet for the above study and have had the opportunity to ask questions. | <input type="checkbox"/> |
| 2. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving reason.                 | <input type="checkbox"/> |
| 3. I understand that my personal data is for academic purpose.  | <input type="checkbox"/> |
| 4. I agree to the use of anonymised quotes in publications.   | <input type="checkbox"/> |
| 5. I agree that my data gathered in this study will be stored in a secured data centre and may be used for future research.           | <input type="checkbox"/> |
| 6. I agree to take part in the above study.   | <input type="checkbox"/> |

_____	_____	_____
Name of Participant	Date	Signature

_____	_____	_____
Name of Researcher	Date	Signature

**Part 1: GENERAL INFORMATION**

*Instruction: Please tick (✓) where applicable.*

- i) Gender:
- ☐ Male ☐ Female
- ii) Age group:
- ☐ 20 years old or below ☐ 41 – 50 years old
- ☐ 21 – 30 years old ☐ 51 years old and above
- ☐ 31 – 40 years old
- iii) Occupation:
- ☐ Student / Unemployed ☐ Retired
- ☐ Employed ☐ Others. Please specify: \_\_\_\_\_
- ☐ Self-employed
- iv) Highest Education level:
- ☐ High school graduate or below
- ☐ Undergraduate (e.g. Certificate, Diploma, Bachelor's Degree)
- ☐ Postgraduate (e.g. Master's degree/ Postgraduate Diploma/ PhD)
- v) Correspondence Details:
- i. Contact Numbers: \_\_\_\_\_ ii. Email Address: \_\_\_\_\_
- \_\_\_\_\_  
(Your contact numbers or email address is necessary for the verification of this research)

**Part 2: Customer Service Experience**

Please indicate (✓) for your service experience in the following statements:

- CE 1: Which type of hospitality establishment did you encounter with dissatisfied product or services?
- ☐ Hotel. ☐ Other. Please specify: \_\_\_\_\_
- ☐ Restaurant. \_\_\_\_\_
- CE 2: Your negative service experience that you encountered is related to
- ☐ Food and Beverage. ☐ Staff
- ☐ Accommodation/ Room. ☐ Other. Please specify: \_\_\_\_\_
- CE 3: Who accompanied you when you had this negative service experience?
- ☐ None. ☐ My close friends
- ☐ My spouse/ partner ☐ My boss/ colleague/ clients
- ☐ My parents/ family members ☐ Other. Please specify: \_\_\_\_\_



This research is merely interested in your personal opinions for not complaining to the service provider after a negative service experience (product or service failure). Please circle (O) the extent of your response on the following statements:

For instance: 1 - Strongly Disagree	2 – Disagree	3 - Slightly Disagree	4 - Neither agree nor disagree	5 - Slightly Agree	6 - Agree	7 - Strongly Agree
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#### Part 3: Direct Attitude

DA 1A	Not complaining to the service provider after a negative service experience left me with positive emotions such as stress-free and peace of mind.	Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree
DA 2A	For me, it is the right behaviour and wise action for not complaining after a negative service experience.	Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree
DA 3A	It is not my duty to complain and highlight problems to the service provider.	Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree

#### Part 4: Direct Perceived Norm

DPN1A	Most people who are important to me think that I should not complain to service provider.	Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree
DPN2A	Most people whose opinions I value would not want me to complain to service provider.	Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree
DPN3A	Most people I respect and admire will agree with me not to complain to service provider.	Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree

#### Part 5: Direct Perceived Control

DPC1A	I am confident that I can decide to complain or not to complain about a negative service experience.	Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree
DPC2A	Not complaining to service provider about a negative service experience is completely up to me.	Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree
DPC3A	Not complaining to service provider about a negative service experience is under my control.	Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree

**Part 6: Behavioural Intention**

BI 1A	In the future, I intend not to complain about a negative service experience.	Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree
BI 2A	In a similar occasion, I am willing not to complain about a negative service experience.	Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree
BI 3A	I am not planning to complain about a negative service experience.	Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree

**Part 7: Actual Non-Complaining Behaviour**

ANB1A	I have not been complaining about a negative service experience to service provider over the past three months.	Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree
ANB2A	I have never complained about a negative service experience to service provider at all in my life.	Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree

**Part 8: Situational**

SI1A	I did not complain because I wanted to save time and energy and avoid the trouble of complaining.	Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree
SI2A	I did not complain about low cost or cheap product or service experience.	Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree
SI3A	I did not complain because no substantial benefit to sharing my feedback.	Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree
SI4A	I did not complain about service experience that was not important to me.	Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree
SI5A	I did not complain about small detail or small problem in the negative service experience.	Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree
SI6A	I did not complain because I was not bothered by the service provider's apology and compensation.	Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree

**Part 9: Service Provider and Marketplace-related**

SM1A	I did not complain because this is an inexpensive and low-class hotel or restaurant.	Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree
SM2A	I did not complain because I can find alternative or substitute of products/ services/ service providers elsewhere.	Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree
SM3A	I did not complain because I felt that the staff or manager may not handle my complaint with care and professionally.	Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree
SM4A	The absence of manager or staff to handle my complaint face-to-face and immediately thus prevented me from complaining.	Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree
SM5A	The absence of complaint tools available (e.g., customer feedback card, official website or customer service hotline) thus prevented me from complaining.	Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree

**Part 10: Actual Control (Resource-related)**

RF1A	My lack of knowledge on where/ how/ who to complain prevented me from complaining.	Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree
RF2A	Not knowing the appropriate service standard and requirement prevented me from complaining.	Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree
RF3A	My inability to argue and support my opinion prevented me from making a complaint.	Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree
RF4A	My shortage of time prevented me from complaining.	Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree

You may also wish to agree or disagree to a follow-up interview for the researcher to find out more about your negative service experience.

☐ I agree to participate in a follow-up interview.

*(Once you have agreed to participate in a follow-up interview, the researcher will contact you to arrange a short interview. Kindly make sure your contact details are filled up in the Questionnaire.)*

☐ I disagree to participate in a follow-up interview.

**Thank you for your time and participation! ☺**

### Appendix 3: The Skewness and Kurtosis results for all items

Descriptive Statistics									
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
DA1A	555	1	7	4.31	1.507	-.442	.104	-1.028	.207
DA2A	555	1	7	4.27	1.515	-.302	.104	-.831	.207
DA3A	555	1	7	4.24	1.523	-.345	.104	-.724	.207
DPN1A	555	1	7	5.32	1.472	-.882	.104	.048	.207
DPN2A	555	1	7	5.40	1.460	-.846	.104	.105	.207
DPN3A	555	1	7	5.37	1.484	-.867	.104	.083	.207
DPC1A	555	1	7	6.09	1.487	-2.226	.104	4.697	.207
DPC2A	555	1	7	5.99	1.486	-2.087	.104	4.224	.207
DPC3A	555	1	7	5.99	1.504	-2.030	.104	3.912	.207
BI1A	555	1	7	4.18	1.935	-.137	.104	-1.250	.207
BI2A	555	1	7	4.19	1.911	-.156	.104	-1.255	.207
BI3A	555	1	7	4.03	1.895	-.055	.104	-1.200	.207
ANB1A	555	1	7	5.08	1.443	-.826	.104	-.014	.207
ANB2A	555	1	7	5.10	1.441	-.838	.104	.006	.207
SI1A	555	1	7	5.01	1.593	-.682	.104	-.475	.207
SI2A	555	1	7	4.75	1.501	-.760	.104	-.286	.207
SI3A	555	1	7	4.82	1.274	-1.350	.104	1.379	.207
SI4A	555	1	7	4.77	1.507	-.833	.104	.008	.207
SI5A	555	1	7	5.06	1.425	-.991	.104	.792	.207
SI6A	555	1	7	4.95	1.533	-1.007	.104	.480	.207
SM1A	555	2	7	6.00	.873	-1.348	.104	3.692	.207
SM2A	555	1	7	5.88	1.012	-1.033	.104	1.868	.207
SM3A	555	2	7	5.83	1.154	-1.113	.104	1.008	.207
SM4A	555	2	7	5.83	1.089	-1.074	.104	1.106	.207
SM5A	555	1	7	5.73	1.131	-1.131	.104	1.340	.207
RF1A	555	1	7	3.63	1.664	.342	.104	-1.161	.207
RF2A	555	1	7	3.61	1.641	.192	.104	-1.096	.207
RF3A	555	1	7	3.86	1.656	-.069	.104	-1.183	.207
RF4A	555	1	7	4.54	1.883	-.572	.104	-.907	.207
Valid (listwise)	N555								

## Appendix 4: Interview question guide

### Introductory Questions:

Based on your answers in the survey questionnaire, you mentioned that you had one critical negative service experience which happened in \_\_\_\_\_ which caused by \_\_\_\_\_. Can you tell me a little bit more about \_\_\_\_\_?

### Direct Questions:

Could you please tell me why did not you complain to service provider?

Were there any other reasons that prevented you from complaining to the service provider?

### Other Questions:

	Constructs:	Items:	Probing Questions:
1.	Attitude against complaining		Can you give me an example of what you said? What do you mean exactly when you say....? In what ways that you think you could change in order to complain more?
2.	Social group pressure		Can you give me an example who could be the important people that might affect your complaining decision?
3.	Perceived control of complaining circumstances		Was it easy or difficult for you to make a decision to complain? What do you mean exactly when you say....?
4.	Situational factors	<ul style="list-style-type: none"><li>• time and effort required to complain,</li><li>• cost of products or services,</li><li>• benefits of complaints,</li></ul>	Can you give me an example of what you said? What do you mean exactly when you say....?

		<ul style="list-style-type: none"> <li>• perceived importance of product or service to the customer</li> <li>• the severity of the service failure</li> </ul>	
5.	Actual Control of complaining circumstances	<ul style="list-style-type: none"> <li>• skills and knowledge to complain</li> </ul>	<p>I understand that you encountered some difficulty in voicing your dissatisfaction, can you please tell me in ways/ what prevented you from complaining?</p> <p>Can you give me an example of what you said?</p> <p>What do you mean exactly when you say....?</p>
6.	Service provider and marketplace-related Factors	<ul style="list-style-type: none"> <li>• type of establishment,</li> <li>• availability of alternative product or service,</li> <li>• responsiveness of manager or staff,</li> <li>• availability of manager or staff to handle complaints</li> <li>• availability of complaint channel</li> </ul>	<p>Can you give me an example of what you said?</p> <p>What do you mean exactly when you say....?</p>

Do you have the intention to complain in the future?

## Appendix 5: Sample interview transcripts

### Sample Interview Transcript 1:

Interviewee: P1  
Gender: Male  
Nationality: Malaysian  
Date: 15 May 2019  
Duration: 45 minutes

*Interviewer: Based on the questionnaire you filled up previously, could you please briefly tell me about the negative service experience you had encountered?*

Interviewee: Product failure in a restaurant. I went to a restaurant and ordered a burger and a milkshake. The milkshake was too watery and didn't taste like a milkshake at all.

*Interviewer: Could you please tell me why did not you complain?*

Interviewee: Firstly, the restaurant only served one type of milkshake and there was no other alternative because it was a bundled meal (burger and milkshake), so it was useless to complain. Secondly, it is too much of hassle and waste of time if I were to complain about one faulty item.

*Interviewer: Why didn't you approach the manager and inform him about this matter? Or you could easily ask the staff to change the product or make another milkshake for you?*

Interviewee: There was no manager around to listen to my complaints. I guessed the manager was busy behind the restaurant; only one staff was in the restaurant who served 4-5 tables including my table. I did not think I should approach the staff because he was too busy. Taking extra 5-10 minutes to get the staff to my table and informed him about the poor milkshake, and then another five minutes to prepare a new milkshake for me, I had no time for all these. It was lunch time and I did not want to complain. I did not think it was worth waiting 15 minutes for them to solve this problem.

*Interviewer: Since you are in a hurry to leave and you could not waste any more time to fix this problem. Did you have the intention to complain after that?*

Interviewee: I did not have the initiative to do so. I also did not have the intention to write in or go to the counter to make a complain.

Interviewer: Was it easy or difficult for you at that time to decide to complain or not? Other than time constraint, what else prevented you from complaining?

Interviewee: Well, the decision not to complain was entirely up to me. The restaurant was too busy during lunch time and I did not bother to complain. I just wanted to have a quick lunch and leave the restaurant.

Interviewer: *Based on this incident, if the service provider would like to go extra miles to hear and compensate you. In what way can the service provider do in order to convince you to inform them about your complaint? Should the service provider provide to you a feedback card to write before you leave the restaurant?*

Interviewee: In my opinion, I think writing feedback cards is a poor method. Unless the restaurant offers some benefits, no one wants to write a feedback card.

Interviewer: *What kind of benefits you think the service provider should provide to you if they want to hear from you?*

Interviewee: I think complimentary food/ drink voucher will be good. This will encourage me to visit next time. By doing so, the service provider allows second chance to prove to me that the product and service in the restaurant is up to the par. As this is my first time to this restaurant, they should provide to me a complimentary dessert/ drink.

Interviewer: *If you do not tell them about your complaint, how is the service provider able to provide you complimentary dessert or food voucher?*

Interviewee: Interesting question. I remembered a watch a video about customer experience. The management/ service provider has the responsibility and to recognise that getting customer feedback is their job not me.

Interviewer: *Do you mean that the service provider should proactively approach you for the feedback before you leave the counter or establishment?*

Interviewee: If this is a table service restaurant, they should take some initiatives to recognise me whether I am a new or regular customer.

Interviewer: *Do you think that manager or staff to go around the tables for table visit is able to garner your feedback about the food or service?*

Interviewee: For me, I won't let them know about my problem. As I am kind of in a hurry, I will just keep the problem to myself. However, if it is in a normal circumstance, table visit by the staff/ manager could encourage me to highlight my dissatisfaction.

Interviewer: *Do you think any other ways or communication channels you would like for your voice, feedback or comments to be heard? For instances, social media- Facebook/ Twitter to lodge your complaint?*



Interviewee: Personally, I did not care about complaining. I have no expectations for the compensation provided by the restaurant manager. Apart from apologizing for the incident and providing free vouchers to encourage my next visit, I did not expect them to give me any other large compensation. I did not bother for all these compensations at all.

Interviewer: *In this case, will you return to the restaurant again?*

Interviewee: Maybe I will return to the restaurant and I will not order the milkshake. However, for me, milkshake is a small problem thus I will not make a complaint.

Interviewer: *If given a chance, will you complain onsite? Will you complain to the manager or staff?*

Interviewee: Maybe I will complain to the manager instead of the staff.

Interviewer: *Were there any other factor or circumstances that deter you from complaining?*

Interviewee: The restaurant was busy, I wanted to complain but afraid that the complaint handling process could take up some time. I had an experience that the staff ignored my complaint when the restaurant was busy.

Interviewer: *Do you think there is other ways that the service provider could encourage you to complain more?*

Interviewee: If the restaurant is able to provide me a tool like ring/ bell to call on the staff/ manager then I will complain. I will not complain to the service provider if I step out from the restaurant.

Interviewer: *Alright. Thank you for your participation in this interview!*

\*\*\*\*\*

## Sample Interview Transcript 2:

Interviewee: P3  
Gender: Male  
Nationality: Nepal  
Date: 10 June 2019  
Duration: 15 mins

*Interviewer: Based on the questionnaire you filled up previously, could you please briefly tell me about the negative service experience you had experienced?*

Interviewee: I brought my wife and son to a restaurant nearby my house. When we arrived at the restaurant, we were directed by a staff to the table. I noticed that the restaurant was very dirty, especially with the table and floor. The staff told us that he will come back to clean up the table for us, but we waited very long for that.

*Interviewer: Could you please tell me why did not you complain?*

Interviewee: If this is an expensive restaurant, I will complain. Since this is a cheap restaurant and I did not expect much of its service level, I did not care about complaining. Besides, the staff was very busy and no one there to serve us.

*Interviewer: Were there any other reasons that prevented you from complaining to the service provider? For example, is someone influencing your decision not to complain? Did you decide not to complain yourself?*

Interviewee: I decided not to complain. Another reason for me not complaining is because I have no time to complain, I was in a hurry that time.

*Interviewer: Were there any reasons that is related to service provider that prevented you from complaining? For example, you had a bad service experience in this restaurant, you complained previously but no action taken. So, for this time, you don't bother to complain again?*

Interviewee: No, this is the first time of me visiting to this restaurant. The table and floor in the restaurant are dirty, and there seems to be no staff who will clean the table and floor. I was frustrated because no one came and clean our table after waiting for so long. I wanted to complain, but my wife told me to be patient and not to make a fuss in front of so many people.

*Interviewer: Since you are so upset, why didn't you ask the manager to come over and fix the problem?*

Interviewee: I asked the staff to clean the table, but no staff came to serve us. I didn't see any manager during that time.

*Interviewer: Imagined, if the manager approaches your table, will you tell the manager about your complaint?*

Interviewee: Yes, if the manager proactively asks me about the food and service, I will tell the manager about my complaint. However, if the manager doesn't ask me, I will not proactively inform the manager or staff.

*Interviewer: If this scenario happens in the future, if there is no manager approaches your Table, do you have the intention to fill up a customer feedback form and let them know about your complaint?*

Interviewee: Yes, I will fill up a customer feedback form provided I have time to do so during the time. However, I did not complain because I did not have time to write the feedback form.

*Interviewer: Okay, thank you for your participation in this interview!*

\*\*\*\*\*

## Appendix 6: Coding template for interviews

Coding Template	
<b>Research Question: What are the factors that affect the non-complaining intention and behaviour of dissatisfied customers and which factors are important?</b>	
<b>1</b>	<b>Situational Factors</b>
1.1	Unwillingness to expend the time and effort needed to complain
1.2	Low-cost service experience or cheap product
1.3	Overall service experience is value for money
1.4	Unimportance of product/ service
1.5	Less severe of the service failure
1.6	Low perceived benefit of complaining
<b>2</b>	<b>Service provider and marketplace-related factors</b>
2.1	Low expectations for product or service standards
2.2	No alternatives are available
2.3	Lack of responsiveness of the manager or staff
2.4	Absence of manager or staff to listen to the complain
2.5	Absence of complaint tools available
<b>3</b>	<b>Perceived Norms</b>
3.1	Social influences
3.2	Opinions of important people
<b>4</b>	<b>Attitude towards non-complaining</b>
4.1	Perceived positive outcomes from the complaining
4.2	Right Behaviour not to complain
4.3	Perceived negative outcomes from the complaining
<b>5</b>	<b>Perceived Behavioural Control</b>
5.1	Confident to make decision not to complain
5.2	Decision is completely up to me
5.3	Under my control to make decision
<b>6</b>	<b>Actual control</b>
6.1	Lack of knowledge to complain
6.2	Not knowing the appropriate service standard and requirement
6.3	Inability to argue and support my opinion
6.4	Time constraints

## Appendix 7: Ethic approval granted for this study



London Geller College of Hospitality and Tourism UREC

St. Mary's Road, Ealing,

London W5 5RF,

United Kingdom

Date 12/07/2017

Re: Application for the Ethical Approval No UWL/REC/SHT-00224

*Research Project Title: The Silent Revolution: An Exploration to Customer Non-complaining Intention and Behaviour*

Dear SHI LING KWOK,

Thank you for sending your application and revision for the above project. I'm delighted to inform you that the Committee has now approved your application.

This letter confirms the final approval of your ethics application. We wish you a successful research journey.

Best wishes,

*Lorna Wang*

Dr Xuan Lorna Wang

LGCHT UREC

<sup>1</sup>Provisional approval subject to additional information and re-submission at a later date (applicants can start the project but will need to provide further information at a date/ research stage determined by the School/College Ethics Panel)

<sup>2</sup>Conditional approval subject to re-submission (with re-submission date usually within one month). The applicant must make the changes specified before they can start

<sup>3</sup>Final approval (the approval is final and applicants do not need to re-submit unless they make subsequent changes to the project)

<sup>4</sup>Rejection (applicants must discuss issues raised with their supervisor)

<sup>5</sup>Referral to University Research Ethics Committee where risk is identified that requires such referral

## Appendix 8: Demographic information of the respondents

<i>Nationality:</i>		
Malaysia	211	38.0%
India	192	34.6%
China	58	10.5%
Indonesia	23	4.1%
Pakistan	14	2.5%
South Korea	13	2.3%
Japan	9	1.6%
Vietnam	7	1.3%
Singapore	6	1.1%
Iran	5	0.9%
Taiwan	4	0.7%
Thailand	4	0.7%
Bangladesh	3	0.5%
Nepal	2	0.4%
Sri Lanka	2	0.4%
Philippines	1	0.2%
Saudi Arabia	1	0.2%
Total	555	100%
<i>Gender:</i>		
• Male	283	51
• Female	272	49
Total	555	100
<i>Age group:</i>		
• 20 years old or below	20	3.6
• 21-30 years old	203	36.6
• 31-40 years old	166	29.9
• 41-50 years old	87	15.7
• 51 years old and above	79	14.2
Total	555	100
<i>Occupation:</i>		
• Employed	322	58
• Self-employed	87	15.7
• Student/ unemployed	99	17.8
• Retired	47	8.5
Total	555	100
<i>Highest Education:</i>		
• High school graduate or below	247	44.5

· Undergraduate (e.g. certificate, diploma, bachelor's degree)	276	49.7
· Postgraduate (e.g. master's degree, postgraduate diploma, PhD)	32	5.8
Total	555	100
<i>Type of hospitality establishment:</i>		
· Hotel	229	41.3
· Restaurant	326	58.7
Total	555	100
<i>Type of negative service experience encountered:</i>		
· F&B	319	57.5
· Accommodation/ Room	127	22.9
· Staff	106	19.1
· Other	3	0.5
Total	555	100
<i>The person(s) accompanied you when you had this negative service experience</i>		
· None	135	24.3
· My spouse/partner	102	18.4
· My parents/family members	202	36.4
· My close friends	89	16
· My boss/colleagues/clients	27	4.9
Total	555	100
<i>I have no intention to complain in the future (3 items)</i>		
Somewhat agree to Strongly agree	862	51.8
Somewhat disagree to Strongly disagree	803	48.2

## Appendix 9: Descriptive analysis for all of the items measured

Attitude				
DA1A	Not complaining to the service provider after a negative service experience left me with positive emotions such as joy and happiness.	4.31	5	1.507
DA2A	For me, it is the right behaviour and wise action for not complaining after a negative service experience.	4.27	5	1.515
DA3A	It is not my duty to complain and highlight problems to the service provider.	4.24	5	1.523
Perceived Norms				
DPN1A	Most people who are important to me think that I should not complain to service provider.	5.23	5	1.439
DPN2A	Most people whose opinions I value would not want me to complain to service provider.	5.40	5	1.427
DPN3A	Most people I respect and admire will agree with me not to complain to service provider.	5.37	5	1.457
Perceived Behavioural Control				
DPC1A	I am confident that I can decide to complain or not to complain about a negative service experience.	6.09	6	1.056
DPC2A	Not complaining to service provider about a negative service experience is completely up to me.	5.99	6	1.061
DPC3A	Not complaining to service provider about a negative service experience is under my control.	5.99	6	1.095
Intention for Non-Complaining				
BI1A	In the future, I intend not to complain about a negative service experience.	4.18	5	1.881
BI2A	In a similar occasion, I am willing not to complain about a negative service experience.	4.19	5	1.854
BI3A	I am not planning to complain about a negative service experience.	4.03	4	1.852
Situational Factors				
SI1A	I did not complain because I wanted to save time and avoid the hassles for making a complaint.	5.01	5	1.593
SI2A	I did not complain about a low-cost service experience or cheap product.	4.75	5	1.501
SI3A	I did not complain because other than the product or service failure, the overall service experience is value for money/ worth the amount of money I spent.	4.82	5	1.274



SI4A	I did not complain about a service experience that was not important to me.	4.77	5	1.507
SI5A	I did not complain about a small detail or small problem in the negative service experience.	5.06	5	1.425
SI6A	I did not complain because I was not bothered with apology and compensation from the service provider.	4.95	5	1.533
<b>Service Provider and Marketplace-related Factors</b>				
SM1A	I did not complain because this is an inexpensive and low-class hotel or restaurant.	6	6	0.873
SM2A	I did not complain because I can find alternative products/ services/ service providers elsewhere.	5.88	6	1.012
SM3A	I did not complain because I felt that the staff or manager may not handle my complaint with care and professionally.	5.83	6	1.154
SM4A	The absence of manager or staff to handle my complaint face-to-face and immediately thus prevented me from complaining.	5.83	6	1.089
SM5A	The absence of complaint tools available (i.e. customer feedback card, official website or customer service hotline) thus prevented me from complaining.	5.73	6	1.131
<b>Actual Control (Resource-related Factors)</b>				
RF1A	I had the intention to complain, but my lack of knowledge on where/ how/ who to complain prevented me from complaining.	3.63	3	1.664
RF2A	I had the intention to complain, but not knowing the appropriate service standard and requirement prevented me from complaining.	3.61	3	1.641
RF3A	I had the intention to complain, but my inability to argue and support my opinion prevented me from making a complaint.	3.86	4	1.656
RF4A	I had the intention to complain, but my shortage of time prevented me from complaining.	4.54	5	1.883
<b>Non-Complaining Behaviour</b>				
ANB1A	I have not been complaining about a negative service experience to service provider over the past three months.	5.08	5	1.443
ANB2A	I have never complained about a negative service experience to service provider at all.	5.10	5	1.441

*Note: 1- strongly disagree; 2- disagree; 3- slightly disagree; 4- neither agree nor disagree; 5- slightly agree; 6-agree; 7- strongly agree*

## Appendix 10: Reliability test with Cronbach's Alpha for each construct

Reliability Statistics					
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items			
0.961	0.961	3			
Item Statistics					
	Mean	Std. Deviation	N		
DA1A	4.31	1.507	555		
DA2A	4.27	1.515	555		
DA3A	4.24	1.523	555		
Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
DA1A	8.51	8.839	0.901	0.812	0.955
DA2A	8.55	8.652	0.924	0.859	0.939
DA3A	8.58	8.583	0.928	0.865	0.935
Reliability Statistics					
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items			
0.953	0.954	3			
Item Statistics					
	Mean	Std. Deviation	N		
DPN1A	5.32	1.472	555		
DPN2A	5.40	1.460	555		
DPN3A	5.37	1.484	555		
Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
DPN1A	10.76	8.275	0.874	0.778	0.952

DPN2A	10.69	7.995	0.935	0.876	0.907
DPN3A	10.72	8.080	0.896	0.830	0.936

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items			
0.974	0.974	3			

### Item Statistics

	Mean	Std. Deviation	N		
DPC1A	6.09	1.487	555		
DPC2A	5.99	1.486	555		
DPC3A	5.99	1.504	555		

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
DPC1A	11.97	8.626	0.940	0.884	0.963
DPC2A	12.08	8.583	0.948	0.898	0.958
DPC3A	12.07	8.520	0.941	0.887	0.962

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items			
0.965	0.965	3			

### Item Statistics

	Mean	Std. Deviation	N		
BI1A	4.18	1.935	555		
BI2A	4.19	1.911	555		
BI3A	4.03	1.895	555		

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
--	----------------------------	--------------------------------	----------------------------------	------------------------------	----------------------------------

BI1A	8.22	13.785	0.925	0.868	0.949
BI2A	8.21	13.770	0.944	0.894	0.935
BI3A	8.37	14.249	0.907	0.828	0.962
<b>Reliability Statistics</b>					
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items			
0.993	0.993	2			
<b>Item Statistics</b>					
	Mean	Std. Deviation	N		
ANB1A	5.08	1.443	555		
ANB2A	5.10	1.441	555		
<b>Item-Total Statistics</b>					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ANB1A	5.10	2.076	0.986	0.972	
ANB2A	5.08	2.081	0.986	0.972	
<b>Reliability Statistics</b>					
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items			
0.931	0.932	6			
<b>Item Statistics</b>					
	Mean	Std. Deviation	N		
SI1A	5.01	1.593	555		
SI2A	4.75	1.501	555		
SI3A	4.82	1.274	555		
SI4A	4.77	1.507	555		
SI5A	5.06	1.425	555		
SI6A	4.95	1.533	555		
<b>Item-Total Statistics</b>					

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
SI1A	24.35	39.356	0.818	0.681	0.916
SI2A	24.61	40.681	0.800	0.679	0.918
SI3A	24.55	43.562	0.777	0.614	0.922
SI4A	24.59	40.108	0.832	0.707	0.914
SI5A	24.30	41.529	0.800	0.649	0.918
SI6A	24.41	40.828	0.769	0.622	0.922

### Reliability Statistics

	Cronbach's Alpha Based on Standardized Items	N of Items			
Cronbach's Alpha	0.906	0.907	5		
Item Statistics					
	Mean	Std. Deviation	N		
SM1A	6.00	0.873	555		
SM2A	5.88	1.012	555		
SM3A	5.83	1.154	555		
SM4A	5.83	1.089	555		
SM5A	5.73	1.131	555		

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
SM1A	23.27	14.948	0.677	0.549	0.903
SM2A	23.39	13.292	0.808	0.693	0.876
SM3A	23.44	12.460	0.797	0.675	0.878
SM4A	23.45	12.760	0.814	0.704	0.874
SM5A	23.55	12.967	0.741	0.567	0.891

### Reliability Statistics

	Cronbach's Alpha Based on Standardized Items	N of Items			
Cronbach's Alpha	0.924	0.924	3		

Item Statistics					
	Mean	Std. Deviation	N		
RF1A	3.63	1.664	555		
RF2A	3.61	1.641	555		
RF3A	3.86	1.656	555		
Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
RF1A	7.47	9.881	0.832	0.698	0.900
RF2A	7.49	9.749	0.869	0.755	0.870
RF3A	7.24	9.922	0.832	0.700	0.899

#### Appendix 11: KMO and Bartlett's test result for this study

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.838
Bartlett's Test of Sphericity	Approx. Chi-Square	16527.700
	df	378
	Sig.	.000

## Appendix 12: Exploratory factor analysis- factor loadings

<b>Attitudes towards non-complaining</b>		
DA1A	Not complaining to the service provider after a negative service experience left me with positive emotions such as joy and happiness.	0.899
DA2A	For me, it is the right behaviour and wise action for not complaining after a negative service experience.	0.961
DA3A	It is not my duty to complain and highlight problems to the service provider.	0.969
<b>Perceived Norms</b>		
DPN1A	Most people who are important to me think that I should not complain to service provider.	0.887
DPN2A	Most people whose opinions I value would not want me to complain to service provider.	0.986
DPN3A	Most people I respect and admire will agree with me not to complain to service provider.	0.928
<b>Perceived Control of Complaining circumstances</b>		
DPC1A	I am confident that I can decide to complain or not to complain about a negative service experience.	0.957
DPC2A	Not complaining to service provider about a negative service experience is completely up to me.	0.972
DPC3A	Not complaining to service provider about a negative service experience is under my control.	0.957
<b>Intention for Non-Complaining</b>		
BI1A	In the future, I intend not to complain about a negative service experience.	0.950
BI2A	In a similar occasion, I am willing not to complain about a negative service experience.	0.975
BI3A	I am not planning to complain about a negative service experience.	0.930
<b>Situational Factors</b>		
SI1A	I did not complain because I wanted to save time and avoid the hassles for making a complaint.	0.825
SI2A	I did not complain about a low-cost service experience or cheap product.	0.833
SI3A	I did not complain because other than the product or service failure, the overall service experience is value for money/ worth the amount of money I spent.	0.808



SI4A	I did not complain about a service experience that was not important to me.	0..862
SI5A	I did not complain about a small detail or small problem in the negative service experience.	0.872
SI6A	I did not complain because I was not bothered with apology and compensation from the service provider.	0.801
	<b>Service Provider and Marketplace-related Factors</b>	
SM1A	I did not complain because this is an inexpensive and low-class hotel or restaurant.	0.697
SM2A	I did not complain because I can find alternative products/ services/ service providers elsewhere.	0.838
SM3A	I did not complain because I felt that the staff or manager may not handle my complaint with care and professionally.	0.866
SM4A	The absence of manager or staff to handle my complaint face-to-face and immediately thus prevented me from complaining.	0.891
SM5A	The absence of complaint tools available (i.e. customer feedback card, official website or customer service hotline) thus prevented me from complaining.	0.773
	<b>Actual Control of Complaining circumstances</b>	
RF1A	I had the intention to complain, but my lack of knowledge on where/ how/ who to complain prevented me from complaining.	0.926
RF2A	I had the intention to complain, but not knowing the appropriate service standard and requirement prevented me from complaining.	0.926
RF3A	I had the intention to complain, but my inability to argue and support my opinion prevented me from making a complaint.	0.826
	<b>Non-complaining Behaviour</b>	
ANB1A	I have not been complaining about a negative service experience to service provider over the past three months.	0.999
ANB2A	I have never complained about a negative service experience to service provider at all.	0.986

## Appendix 13: Model fit summary for confirmatory factor Analysis for measurement model

### Model Fit Summary

#### CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	86	663.536	320	.000	2.074
Saturated model	406	.000	0		
Independence model	28	16836.677	378	.000	44.541

#### RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.068	.924	.904	.729
Saturated model	.000	1.000		
Independence model	.689	.285	.232	.266

#### Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.961	.953	.979	.975	.979
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

#### Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.847	.813	.829
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

#### NCP

Model	NCP	LO 90	HI 90
Default model	343.536	273.564	421.271
Saturated model	.000	.000	.000
Independence model	16458.677	16037.389	16886.290

#### FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	1.198	.620	.494	.760
Saturated model	.000	.000	.000	.000
Independence model	30.391	29.709	28.948	30.481

#### RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.044	.039	.049	.982
Independence model	.280	.277	.284	.000

#### AIC

Model	AIC	BCC	BIC	CAIC
Default model	835.536	845.037	1206.968	1292.968
Saturated model	812.000	856.853	2565.501	2971.501
Independence model	16892.677	16895.770	17013.608	17041.608

#### ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	1.508	1.382	1.649	1.525
Saturated model	1.466	1.466	1.466	1.547
Independence model	30.492	29.732	31.264	30.498

#### HOELTER

Model	HOELTER .05	HOELTER .01
Default model	303	319
Independence model	14	15

## Appendix 14: Total variance explained for all variables

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings <sup>a</sup>
	Total	% Variance	of Cumulative %	Total	% Variance	of Cumulative %	Total
1	7.115	25.410	25.410	2.955	10.553	10.553	5.437
2	4.279	15.283	40.692	4.944	17.657	28.209	3.554
3	2.874	10.265	50.957	3.289	11.745	39.954	3.042
4	2.551	9.109	60.067	2.542	9.079	49.033	3.898
5	2.154	7.692	67.759	1.797	6.419	55.453	3.957
6	1.891	6.755	74.514	2.701	9.645	65.098	3.419
7	1.782	6.363	80.878	2.729	9.747	74.845	4.036
8	1.380	4.930	85.807	1.859	6.639	81.484	2.801
9	.556	1.987	87.794				
10	.412	1.472	89.266				
11	.389	1.389	90.655				
12	.328	1.171	91.825				
13	.301	1.075	92.901				
14	.249	.891	93.792				
15	.237	.846	94.637				
16	.224	.801	95.439				
17	.195	.695	96.134				
18	.179	.639	96.773				
19	.161	.575	97.348				
20	.151	.539	97.888				
21	.122	.435	98.323				
22	.109	.391	98.713				
23	.082	.293	99.006				
24	.074	.266	99.272				
25	.068	.243	99.515				
26	.062	.221	99.736				
27	.060	.214	99.950				
28	.014	.050	100.000				
Extraction Method: Maximum Likelihood.							
a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.							

*Note: 1- situational factors; 2- service provider and marketplace-related factors; 3- perceived behavioural control; 4- intention for non-complaining; 5- attitudes towards non-complaining; 6- perceived norms; 7- actual control; 8- non-complaining behaviour.*

## Appendix 15: Model fit summary for structural model

### CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	76	756.233	330	.000	2.292
Saturated model	406	.000	0		
Independence model	28	16836.677	378	.000	44.541

### RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.184	.913	.893	.742
Saturated model	.000	1.000		
Independence model	.689	.285	.232	.266

### Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.955	.949	.974	.970	.974
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

### Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.873	.834	.850
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

### NCP

Model	NCP	LO 90	HI 90
Default model	426.233	350.065	510.114
Saturated model	.000	.000	.000
Independence model	16458.677	16037.389	16886.290

### FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	1.365	.769	.632	.921
Saturated model	.000	.000	.000	.000
Independence model	30.391	29.709	28.948	30.481

### RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.048	.044	.053	.728

Model	RMSEA	LO 90	HI 90	PCLOSE
Independence model	.280	.277	.284	.000

#### AIC

Model	AIC	BCC	BIC	CAIC
Default model	908.233	916.629	1236.474	1312.474
Saturated model	812.000	856.853	2565.501	2971.501
Independence model	16892.677	16895.770	17013.608	17041.608

#### ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	1.639	1.502	1.791	1.655
Saturated model	1.466	1.466	1.466	1.547
Independence model	30.492	29.732	31.264	30.498

#### HOELTER

Model	HOELTER .05	HOELTER .01
Default model	274	288
Independence model	14	15

# Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
<b>PCOCC</b>	<b>&lt;---</b>	<b>ACOCC</b>	-.121	.044	<b>-2.738</b>	<b>.006</b>	par_38
<b>INTEN</b>	<b>&lt;---</b>	<b>ACC</b>	.283	.058	<b>4.906</b>	<b>.001</b>	par_17
<b>INTEN</b>	<b>&lt;---</b>	<b>SGP</b>	.125	.059	<b>2.115</b>	<b>.034</b>	par_18
<b>INTEN</b>	<b>&lt;---</b>	<b>PCOCC</b>	.108	.053	<b>2.032</b>	<b>.042</b>	par_19
<b>NCB</b>	<b>&lt;---</b>	<b>INTEN</b>	.102	.032	<b>3.235</b>	<b>.001</b>	par_20
<b>NCB</b>	<b>&lt;---</b>	<b>SIT</b>	.193	.064	<b>3.002</b>	<b>.003</b>	par_21
<b>NCB</b>	<b>&lt;---</b>	<b>SER</b>	-.046	.102	<b>-.448</b>	<b>.654</b>	par_22
<b>NCB</b>	<b>&lt;---</b>	<b>ACOCC</b>	.223	.046	<b>4.874</b>	<b>.001</b>	par_40
SI3A	<---	SIT	1.000				
SI4A	<---	SIT	1.269	.053	24.064	.001	par_1
SI5A	<---	SIT	1.150	.051	22.651	.001	par_2
DA3A	<---	ACC	1.000				
DA2A	<---	ACC	.990	.020	49.972	.001	par_3
DA1A	<---	ACC	.955	.022	43.997	.001	par_4
DPN3A	<---	SGP	1.000				
DPN2A	<---	SGP	1.000				
DPN1A	<---	SGP	.935	.022	42.912	.001	par_5
DPC3A	<---	PCOCC	1.000				
DPC2A	<---	PCOCC	.998	.017	57.834	.001	par_6
DPC1A	<---	PCOCC	.987	.018	54.342	.001	par_7
BI1A	<---	INTEN	1.000				
BI2A	<---	INTEN	1.017	.019	54.722	.001	par_8
RF2A	<---	ACOCC	1.053	.034	30.656	.001	par_9
RF3A	<---	ACOCC	1.009	.035	28.465	.001	par_10
ANB1A	<---	NCB	1.000				
ANB2A	<---	NCB	.992	.021	47.108	.001	par_11

			Estimate	S.E.	C.R.	P	Label
RF1A	<---	ACOCC	1.000				
SM1A	<---	SER	1.000				
SM3A	<---	SER	1.667	.105	15.866	.001	par_12
SM4A	<---	SER	1.632	.102	15.942	.001	par_13
BI3A	<---	INTEN	.954	.022	43.435	.001	par_14
SM5A	<---	SER	1.534	.096	15.952	.001	par_15
SM2A	<---	SER	1.395	.067	20.721	.001	par_16
SI1A	<---	SIT	1.326	.056	23.669	.001	par_23
SI2A	<---	SIT	1.226	.053	23.044	.001	par_24
SI6A	<---	SIT	1.194	.055	21.544	.001	par_25

#### Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
<b>PCOCC</b>	<b>&lt;---</b>	<b>ACOCC</b>	<b>-.122</b>
<b>INTEN</b>	<b>&lt;---</b>	<b>ACC</b>	<b>.225</b>
<b>INTEN</b>	<b>&lt;---</b>	<b>SGP</b>	<b>.096</b>
<b>INTEN</b>	<b>&lt;---</b>	<b>PCOCC</b>	<b>.085</b>
<b>NCB</b>	<b>&lt;---</b>	<b>INTEN</b>	<b>.132</b>
<b>NCB</b>	<b>&lt;---</b>	<b>SIT</b>	<b>.140</b>
<b>NCB</b>	<b>&lt;---</b>	<b>SER</b>	<b>-.019</b>
<b>NCB</b>	<b>&lt;---</b>	<b>ACOCC</b>	<b>.227</b>
SI3A	<---	SIT	.808
SI4A	<---	SIT	.866
SI5A	<---	SIT	.830
DA3A	<---	ACC	.958
DA2A	<---	ACC	.953
DA1A	<---	ACC	.924



	Estimate
DPN3A <--- SGP	.932
DPN2A <--- SGP	.977
DPN1A <--- SGP	.898
DPC3A <--- PCOCC	.960
DPC2A <--- PCOCC	.969
DPC1A <--- PCOCC	.958
BI1A <--- INTEN	.949
BI2A <--- INTEN	.977
RF2A <--- ACOCC	.931
RF3A <--- ACOCC	.884
ANB1A <--- NCB	.996
ANB2A <--- NCB	.989
RF1A <--- ACOCC	.872
SM1A <--- SER	.675
SM3A <--- SER	.850
SM4A <--- SER	.882
BI3A <--- INTEN	.925
SM5A <--- SER	.798
SM2A <--- SER	.811
SI1A <--- SIT	.856
SI2A <--- SIT	.840
SI6A <--- SIT	.801

### Regression Weights: (Group number 1 - Default model)

NCB <-- PCOCC \*INTEN

	Estimate	S.E.	C.R.	P	Label
ZZmean_NCB <--- ZZmean_INTEN	.234	.041	5.650	***	
ZZmean_NCB <--- ZZmean_PCOCC	-.003	.042	-.060	.952	
<b>ZZmean_NCB &lt;--- MODPBCINTAB</b>	<b>-.019</b>	<b>.034</b>	<b>-.561</b>	<b>.575</b>	

### Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
ZZmean_NCB <--- ZZmean_INTEN	.234
ZZmean_NCB <--- ZZmean_PCOCC	-.003
<b>ZZmean_NCB &lt;--- MODPBCINTAB</b>	<b>-.024</b>

### Regression Weights: (Group number 1 - Default model)

NCB <-- ACOCC \*INTEN

	Estimate	S.E.	C.R.	P	Label
Zmean_NCB <--- Zmean_ACOCC	.298	.042	7.128	.001	
Zmean_NCB <--- Zmean_INTEN	.157	.044	3.534	.001	
<b>Zmean_NCB &lt;--- Moderation</b>	<b>.055</b>	<b>.039</b>	<b>1.397</b>	<b>.162</b>	

### Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
Zmean_NCB <--- Zmean_ACOCC	.298
Zmean_NCB <--- Zmean_INTEN	.157
<b>Zmean_NCB &lt;--- Moderation</b>	<b>.059</b>

## Appendix 16: Results for qualitative study based on template analysis

Research Question: What are the factors that influence the non-complaining intention and behaviour of dissatisfied customers?			
1.	Attitude against complaining	N	Narrative Quotes
1.1	Negative emotional outcomes from complaining	3	<p><i>'...I didn't want to complain and disturb others'. (P15)</i></p> <p><i>'It was my daughter's tenth birthday, and I did not want to complain about service failures. I knew I will feel more stressed after complaining. I chose not to complain, nor did I continue to consider these negative issues that would affect my mood. I hoped to forget those negative moments and continued to enjoy the party with my daughter'. (P18)</i></p> <p><i>'Well, it was unfair to me to complain in front of so many people. I did not want to create a scene and ruin the entire dining experience. I did not care what others say about me, but I rather chose not to complain'. (P4)</i></p>
1.2	Negative identity as a complainer	2	<p><i>"I am not a person who likes to complain". (P5)</i></p> <p><i>'I did not complain because I do not want to be seen as an aggressive person' (P8)</i></p>
1.3	Not one's responsibility to complain	2	<p><i>"It was not my responsibility for highlighting this issue to the hotel. I think it was inappropriate for the customer to tell the hotel what to do and how to deal with this situation". (P13)</i></p>

			<i>'I have no duty to continue to remind the manager of this. They should take precautions to prevent these things from happening again'. (P19)</i>
1.4	Complaint perceived as inappropriate behaviour	1	<i>'I think it was inappropriate to complain to the hotel manager or hotel staff because they were just doing their job. They did not cause this problem to happen'. (P16)</i>
<b>2.</b>	<b>Social group pressure</b>	<b>N</b>	<b>Narrative Quotes</b>
2.1	Social influences	2	<i>'I was frustrated because no one came and clean our table after waiting for so long. I wanted to complain, but my wife told me to be patient and not to make a fuss in front of so many people'. (P3)</i> <i>'At first, I considered posting negative comments on its Facebook page, but my daughter said that it was not worth complaining and forgot about it'. (P012)</i>
<b>3.</b>	<b>Perceived control of complaining circumstances</b>	<b>N</b>	<b>Narrative Quotes</b>
3.1	Perceived better control not to complain	6	<i>'I decided not to complain' (P3).</i> <i>'No one can influence me because I can decide whether to complain or not'. (P7).</i> <i>'My husband told me that we should complain. It was acceptable for me. We should forget about it and continued to enjoy our food'. (P10)</i>

			<p><i>'No one influenced my decision. I decided not to complain... (P13)</i></p> <p><i>'Well, I decided not to complain. My boss wanted me to complain, but I decided not to do it and told him that the past is the past. I suggested to forget all about it". (P14)</i></p> <p><i>'My husband respected my decision not to complain. Although there was a feedback card on the table, I did not want to comment on the negligence of the waitress. I suggested forgetting it all " (P19)</i></p>
<b>4</b>	<b>Situational Factors</b>	<b>N</b>	<b>Narrative Quotes</b>
4.1	Time and energy required	8	<p><i>'It was lunch time. I did not want to complain. I did not think it was worth waiting 15 minutes for them to solve this problem.' (P1)</i></p> <p><i>'I was on holiday with a tour group. We will move to another city tomorrow. I would rather save some time to enjoy the swimming pool than complain about the room issue.' (P5)</i></p> <p><i>'I did not want to waste time to complain because it was just a one-night stay for me'. (P6)</i></p> <p><i>'There would be a lot of hassle and time wasted if I complain about the faulty items'. (P8)</i></p>

			<p><i>'... however, we were in a hurry to leave the hotel. I failed to inform the staff about the room issue'. (P11)</i></p> <p><i>'I had no intention to complain because I will never return to this hotel anymore. So I did not want to waste time complaining about this problem'. (P13).</i></p> <p><i>'I am not going back to the hotel. I just did not want to waste my time and energy for doing that'. (P17)</i></p> <p><i>'I will not go back to the restaurant again. I did not want to spend time complaining'. (P18)</i></p>
4.2	Perceived low benefits	6	<p><i>'I think complimentary food/ drink voucher would be great. This will encourage me to visit next time' .... 'Personally, I did not care about complaining. I have no expectations for the compensation provided by the restaurant manager. Apart from apologizing for the incident and providing free vouchers to encourage my next visit, I believed they will not sincerely apologise for the incident and provide me with a more "impressive" compensation'...</i></p> <p><i>'Unless the restaurant offers some benefits for writing a feedback card, no one wants to write one'. (P1)</i></p> <p><i>I could probably try to complain to manager and ask for a full refund in the future' (P6)... 'I did not bother about the complimentary of vouchers for the next visit...'. (P6)</i></p> <p><i>Of course, I will ask for compensation for my meal as well' (p12)</i></p>

			<p><i>'I did not expect any compensation for us, so I did not bother to complain at all'. (P11)</i></p> <p><i>'All I have to ask was a sincere apology and I did not bother other compensations' (P13).</i></p> <p><i>'... what I wanted was a sincere apology from the manager for these service failures' (P19).</i></p>
4.3	Perceived low severity of the service failure	4	<p><i>'This was a minor mistake made by the staff, I will just keep it to myself'. (P4)</i></p> <p><i>'I will only make this kind of bad review about a hotel if this hotel is too unreasonable. If this is a serious problem and I am not satisfied with the level of service, I will definitely complain'. (P6)</i></p> <p><i>'It was a small problem I did not bother to complain'. (P17)</i></p> <p><i>'It was just a small problem I did not want to complain about the waitress'. (P19)</i></p>
4.4	Low expectations from the service provider	3	<p><i>'If this is an expensive restaurant, I will complain. Since this is a cheap restaurant and I did not expect much of its service level, I did not care about complaining.' (P3)</i></p> <p><i>'This a less expensive restaurant, and the service quality poor, I did not bother to complain. Their service level is expected to be low and I did not want to waste and help them to improve their service level'. (P4)</i></p>

			<i>'I knew about the service standards of budgeted hotels. For me, it was acceptable for this kind of problem to occur. If we pay more, we deserve to get a higher level of service standards from the hotel. If we pay less, then we deserve a lower level of service standard from the hotel. In this case, since this was a budgeted hotel and we paid less, we should not complain or expect too much of a good service standard.'</i> (P6)
<b>5</b>	<b>Service provider and marketplace-related factors</b>	<b>N</b>	<b>Narrative Quotes</b>
5.1	Perceived unwillingness to obtain customer feedback	5	<p><i>'There was no manager around to listen to my complaints'. (P1)</i>  <i>... 'table visit by the staff/ manager would encourage me to highlight my dissatisfaction' (P1)</i></p> <p><i>'Unfortunately, the hotel did not care about the customer experience. The receptionist did not bother asking about our stay in the hotel'. (P5)</i></p> <p><i>'The manager was nearby, but he did not seem to give the customers too much attention.'</i> (P8)</p> <p><i>'It was pointless to complain to the restaurant manager. First, he should not embarrass the waitress by scolding her in front of customers. Secondly, the restaurant was very busy, but the manager was gone, hiding in the kitchen and did not help the waitress. When I asked the manager to settle the bill, he showed</i></p>



			<p><i>me his unfriendly expression. I was very unhappy. There was no need to complain, because the restaurant manager has a bad attitude and did not set a good example for other employees. He will not handle my complaint professionally.’ (P9)</i></p> <p><i>“We wanted to talk to the manager, but the manager seemed to be busy clearing the tables. He walked past us several times and ignored us. This is a busy restaurant and they just wanted to provide a quick turnaround table for the next customer”. (P10)</i></p>
5.2	Perceived management ineffectiveness in service recovery.	3	<p><i>“There was no need to complain because the restaurant manager has a bad attitude and did not set a good example for other employees. He will not handle my complaint professionally”. (P9)</i></p> <p><i>‘While waiting for the food to arrive, I took my four-year-old daughter to the play area. The cleanliness and safety of the play area need to be improved. I saw toys and game accessories on the floor without proper organisation. The safety mat and the furniture were dirty and smelled terrible. I remembered that I complained about this cleanliness and safety issue to the restaurant manager two weeks ago. But nothing seemed to be done to correct this problem’. (P19)</i></p> <p><i>“I did read the negative reviews written by other hotel customers about their bad experiences. I also encountered the same service problem. I think the management did not take the necessary measures to prevent this problem from happening. Therefore, I think it is not worth complaining”. (P20)</i></p>

5.3	Lack of feedback channels	2	<p><i>'I wanted to write my comments on a feedback card, but I could not find one.'</i> (P12).</p> <p><i>'The hotel did not have any information to tell us how to provide feedback'.</i> (P17)</p>
5.4	Emotional bond with the service provider	2	<p><i>'I liked all the foods served in the restaurant since I was young. I did not want to complain and forgive them because this might be negligence or ad-hoc incident. I hoped they can improve their service so that I can go back and visit again'.</i> (P4)</p> <p><i>'I did not complain because this hotel is one of my clients. If I complain to the hotel, I am afraid that our relationship will turn sour. Moreover, the clients offered me a free accommodation. Hence, I did not feel comfortable to make a complaint'.</i> (P7)</p>
5.5	Fear of retribution	1	<i>'I was afraid that the kitchen staff or service staff will add foreign objects to my food as an act of revenge.</i> (P4)
5.6	Lack of alternative or substitute	2	<p><i>"the restaurant only served one type of milkshake and there was no other alternative because it was a bundled meal (burger and milkshake), so it was useless to complain".</i> (P1)</p> <p><i>"Only this restaurant offers such delicious chili crab dishes. I cannot find other places that offer the same dishes. As long as the quality of their food is well maintained, I will not complain"</i> (P10)</p>

6	Actual control of complaining circumstances	N	Narrative Quotes
6.1	Inability to communicate with the service provider.	3	<p><i>'I wanted to complain ... I did not know where and who should I complain to'. (P20)</i></p> <p><i>'I wanted to communicate with the hotel about the service standard issue and how they failed to meet my expectations. However, I could not argue my views on other issues due to the cultural differences and I was not familiar with the service standard'. (P5)</i></p> <p><i>'the hotel staff at the reception was too unfriendly. I did not know who else to complain about my dissatisfaction. (P17)</i></p>